



Ohio Rural Health Conference Program

August 7, 2025

Room 152

9:00 a.m. **Federal Policy Update**
Daphne L. Kackloudis Esq. and Jordan A. Burdick, JD
Brennan Manna & Diamond

10:00 a.m. **State of Rural, Troy Brown, The Chartis Group**

11:00 - 11:45 a.m.

Room 1

Rural Hospital Performance INDEX Update/CAH
Troy Brown, Chartis Group

Room 9

Healthcare Architecture 101: It's More Than a Building
Andrew von Lohr, AIA, ACHA, NCARB and Hamid Estejab, NAC Architecture

Healthcare facilities are certainly important to set the stage to care for patients. They can be some of the most complicated building types to design and construct but all issues are not solved by designing new buildings. Join us to learn about working with a healthcare architecture firm to analyze your perceived issues, define the problem, generate ideas, and implement a solution. Healthcare architects understand the operations, throughput, staffing, market growth, FGI guidelines, code compliance, infection prevention, and all of the constantly changing challenges faced by those providing care. We will share our process, the power of data and analytics, the importance of having a strategic master plan, and how all stakeholders can be meaningful to the process.

Room 52**Tele Hospitalist: How MedOne built an acute care medicine program that expands local access through a multidisciplinary team**

Mohammad Haque, MD, Medical Director, Telehealth, Internal Medicine Hospitalist and Michael Heinze, MD, Chief Strategy Officer, Internal Medicine Hospitalist - MedOne Healthcare Partners

When identifying the need to expand high-quality physician coverage to regional and rural markets, while recognizing the increasing economic challenges hospitals face, MedOne leveraged telehealth to build a hospitalist coverage model for the Genesis Hospital Observation Unit using on-site advanced practice providers and telehealth physician support. This model has led to many successful outcomes including improvements in observation rate, length of stay, and standardized care pathways. In addition to this program, MedOne has been able keep care local by expanding access to free standing emergency departments and critical access hospitals using a similar coverage model.

11:45 – 1:30 p.m.

Lunch (provided) - Visit Vendors and Student Poster Presentations

1:30 – 2:15 p.m.

Room 1**Rural Health Clinic Compliance & Emergency Preparedness Update
Kristen Ogden, RN, The Compliance Group**

Things change often in the RHC world, so it is important to stay informed. Let's discuss the most recent updates and the top deficiencies so you can stay compliant. We will also provide an overview of Emergency Preparedness (EP) requirements for RHC's, including regulatory compliance, key components of an Emergency Preparedness Plan (EPP), risk assessment strategies, and how to ensure continuity of care during disasters. Listeners will:

- Gain knowledge of common deficiencies and how to correct them
- Understand the federal EP requirements specific to RHC's
- Take away key strategies for a successful EPP

Room 9**Rural Hospital Closure Study: Early Intervention Saves Hospitals****Julie Georgoff, CHFP, Stroudwater Associates**

Participants will explore preliminary findings of an in-depth study of rural hospital closures. Key findings will describe the five-year trajectory prior to rural hospital closure and associated key risk factors associated with closure. The analytical framework and findings of this study will provide rural hospital and health system leaders with insights into the changing strategic risk profile of rural hospitals during the five-years prior to closure. Findings will also highlight key variances between the cohort of rural hospitals that closed with peer rural hospitals that remained open. Annual rates of rural hospital closures have been increasing since 2010. Most rural hospitals do not realize the importance of measuring strategic risk factors that are often prevalent years before hospital closure becomes inevitable. Participants will understand the strategic and operating risks for rural health systems, along with tools to identify and mitigate risks associated with future financial distress or closure. Participants will gain valuable insights into the essential attributes of viable healthcare, approaches for improving existing strategies and mitigating their inherent risks. Post-pandemic, many rural hospitals remain financially distressed with depleted reserves while facing staffing shortages, payment challenges and escalating costs. Too often, hospital leaders act too late to take the often difficult steps necessary to course correct. This session will assist rural hospital leaders with identifying risk factors and taking timely action to intervene.

Room 52**Agile Allies: Optimizing Rural Healthcare Staffing Through Strategic Partnerships****Kayla Walck, RN, MSN, PCCN and Dr. Amy Alsante, Sunburst Workforce Advisors**

In the evolving landscape of rural healthcare, optimizing staffing agility is paramount to enhancing patient care. This session will explore the transformative potential of strategic partnerships using real time data analytics and a strong technology platform, while leveraging an extensive network to connect top talent to your organization. Together, these partnerships offer a robust framework for rural healthcare leaders to adapt swiftly to changing demands, ultimately improving patient outcomes and operational resilience.

2:00 - 4:00 p.m.**Student Session with Dr. Kevin Bennett**

2:30 – 3:15 p.m.

Room 1

Putting Value-Based Care into Action: Improving Outcomes & Enhancing Lives

Kristen Ogden, RN, The Compliance Group

This presentation outlines the transition to value-based care and the role of chronic care management in improving outcomes, reducing costs, and enhancing patient satisfaction. It highlights practical strategies, technology integration, and the benefits for clinicians and administrators in delivering coordinated, patient-centered care. Listeners will:

Understand the principles of value-based care and how they differ from traditional fee-for-service models.

Recognize the role of Chronic Care Management (CCM) in improving patient outcomes and supporting care coordination.

Identify practical strategies and technologies that enable successful implementation of CCM within value-based care frameworks.

Room 9

Healthcare Architecture 101: The Power of the Built Environment to Improve Patient Experience and Staff Retention

Jill Woods, IIDA, LEED AP and Greg Baker, NAC Architecture

There is no question that the most important part of healthcare is the quality and success of the care provided. We also know that the best care isn't possible without the support of many other resources. One of these supportive resources is the building itself. From the moment someone approaches the building, it conveys an impression of the quality of care that is provided. The building provides comfort and security to patients and families. It allows caregivers to experience natural light during the day and places the things they need close at hand to reduce their steps. The building gives them a place to go to recharge. It can become a place for the community to gather to learn and be empowered to improve their health and wellness. The importance of creating a great patient experience and caregiver retention is at an all-time high. Join us as we illustrate the ways that a healthcare environment can support the care provided.

Learning Objectives:

1. See how all elements of an environment create an experience for the people who inhabit the space.
2. Learn the ways that the built environment can reduce stress, improve patient outcomes, increase HCAHP scores, and change the way that people view healthcare.
3. Learn how physical space impacts your ability to recruit and retain the best people.
4. Understand the potential benefit of creating community space to provide education and wellness services.

Room 52**Multi-System Responsiveness, Vicarious Trauma, and Missed Handoffs - How System Changes Impact Both Patients and Employee Well-being and Retention****Jason Haglund, Rural Policy Partners and Renee Schulte, Schulte Consulting LLC**

Over the past four years, Mr. Haglund, the “khaki farmer”, and Ms. Schulte, the “recovering politician,” have encountered the struggles of outdated behavioral health systems and policies firsthand. Through their collaborative leadership on various state, regional, and organizational projects across rural, remote, and frontier areas of the country, they have witnessed the pressing need for a comprehensive overhaul of the behavioral healthcare and justice systems. Their experiences and insights can be followed, listened to, and learned from on their podcast *Stepping in It*. This presentation will highlight the growing trauma responses triggered by chronic stressors that have gone unaddressed over the past few years. Anxiety, depression, and isolation have reached epidemic levels in rural, remote, and frontier America. Compounding these issues is the rising tide of substance use and abuse, which exacerbates the challenges faced by these communities. Many rural and frontier states struggle with complex needs, workforce retention, and care coordination. As a result, employees are increasingly burned out, leaving providers without critical resources to meet the ever growing need. The facilitators of this session will examine the gap between policymakers' well-intentioned designs of trauma-informed integrated care and the stark realities of implementation. The post-pandemic era has revealed a healthcare workforce traumatized by ongoing challenges and resource shortages. By exploring these issues, this presentation aims to propose solutions and initiate conversations on the urgent need for a thoughtful, well-planned structural overhaul of rural behavioral health systems.

3:30 – 4:15 p.m.

Room 1**Addressing Social Drivers of Health through a Community Collaborative****Nicole Thorell, Wintergreen**

Rural communities face unique challenges when it comes to social drivers of health—like food insecurity, housing, and access to care. This session offers practical strategies to build local partnerships and launch community-driven solutions that improve health outcomes beyond the hospital or clinic walls.

Room 9**Navigating the Energy Landscape: Strategic Insights, Innovative Funding, and Managing Rising Costs for Sustainability Initiatives****Thomas Bugg, Constellation Energy Solution**

Constellation Energy Solution will provide a comprehensive update on the current energy landscape, focusing on key developments, market dynamics, regulatory impacts, and strategic initiatives. The session will highlight advancements in sustainability practices, including new technologies and sustainability programs to mitigate rising costs. Additionally, the presentation will explore innovative funding strategies beyond conventional budgets to support sustainability initiatives. Attendees will gain insights into various funding opportunities for clean energy projects, with real-world case studies demonstrating successful financial backing for environmental and economic sustainability projects. Participants will learn how these updates can influence their energy strategies, address deferred maintenance impacts, manage associated operating costs, and enhance resilience. By the end of the session, attendees will have a clear understanding of the current energy landscape, regulatory changes, and innovative sustainability practices, empowering them to make informed decisions and develop effective energy strategies for their hospitals.

Room 52**How to Overcome Conflict Aversion: Motivating Non-Compliant Patients****Jerry Fu, Adapting Leaders**

Learn a 5-step framework to reduce your hesitation and engage more effectively in productive conflict!

5:30 p.m. Social Networking Hour at Left Field Tavern

August 8, 2025

8:00 – 8:45 a.m.

Room 1

ORHA Advocacy Committee Meeting

Interested in joining our working advocacy committee? Join us and learn more.

9:00 – 10:15 a.m.

Room 1

Designing KPI Dashboards for Rural Healthcare Providers

Amy Graham, Stroudwater Associates

In today's healthcare landscape, leveraging comprehensive KPI Dashboards is essential for optimizing financial health and operational efficiency. This session is specifically tailored for rural healthcare providers and will focus on exploring the key components of Revenue Cycle Key Performance Indicators (KPIs), the development of KPI Dashboards, their significance, and practical application within the unique context of rural healthcare settings. Hospital administrators, financial managers, and healthcare professionals will gain valuable insights into the fundamentals of KPIs and the importance of clean, reliable data for effective decision-making. Participants will learn how to define, develop, and utilize KPIs to monitor revenue cycle performance, identify improvement opportunities, and drive informed, data-driven decisions. Throughout this session, we will cover the essential steps for designing, implementing, and using KPI Dashboards tailored to rural healthcare facilities. Real-world examples will demonstrate how to optimize hospital revenue cycle management, improve financial performance, and enhance operational efficiency. Attendees will leave with actionable strategies to integrate KPIs into their dashboards and make data-driven improvements to their revenue cycle management practices. Learning Objectives: At the end of this session, attendees will be able to: 1. Define the key components of Revenue Cycle Key Performance Indicators (KPIs) and explain their role in developing effective KPI Dashboards for rural healthcare settings. 2. Develop strategies for designing and implementing KPI Dashboards tailored to the unique needs of rural healthcare providers, ensuring the use of clean and reliable data for accurate performance monitoring. 3. Apply KPIs to monitor and enhance revenue cycle performance, using KPI Dashboards to identify improvement opportunities and drive informed, data-driven decision-making for operational and financial efficiency.

Room 9

The No Surprises Act: Navigating Good Faith Estimates and Independent Dispute Resolution

Daphne L. Kackloudis, Esq. and Jordan Burdick, JD

This session will provide a comprehensive overview of the No Surprises Act (NSA), a landmark piece of legislation designed to protect consumers from unexpected medical bills. We will delve into the core provisions of the Act, focusing specifically on two critical components: the Good Faith Estimate (GFE) requirement and the Independent Dispute Resolution (IDR) processes.

Understanding the No Surprises Act The presenters will discuss the intent behind the legislation and its impact on both patients and healthcare stakeholders.

The Good Faith Estimate (GFE) Requirement The GFE provision mandates that healthcare providers and facilities must provide uninsured or self-pay patients with an estimate of the cost for scheduled or requested items and services. This section will explore:

- Who is required to provide a GFE?
- To whom must a GFE be provided?
- What information must be included in a GFE?
- When must a GFE be provided?

Independent Dispute Resolution (IDR) Processes The NSA establishes an Independent Dispute Resolution (IDR) process for resolving payment disputes between providers/facilities and health plans/issuers for out-of-network services. This mechanism is designed to determine the appropriate payment amount when a surprise bill is generated. This segment will cover:

- When is the IDR process triggered?
- The roles of certified IDR entities.
- The "baseball-style" arbitration methodology used by IDR entities, where each party submits an offer and the IDR entity selects one.
- Factors considered by IDR entities when making a determination (e.g., qualifying payment amount, market rates, quality of care).
- The timelines and procedural steps involved in initiating and completing the IDR process.

By the end of this session, attendees will have a clear understanding of the key protections offered by the No Surprises Act, the obligations related to Good Faith Estimates, and the mechanics of the Independent Dispute Resolution processes, enabling them to better navigate this complex regulatory landscape. The presenters will provide best practices and tips to ensure compliance.

Room 52**The Psychological Impact of Drought on Farmers: Understanding Today, Preparing for the Future****Edib Sevki Keskiner, M.A**

The extreme drought across Ohio has harmed agricultural production while also placing a significant strain on the mental health of farmers. This presentation, based on a comprehensive literature review, explores the psychological effects of drought—including stress, anxiety, depression, and suicide—while also highlighting the coping strategies farmers use and ways to support them. Given the urgency of this issue, these findings are particularly relevant for clinicians, researchers, and policymakers attending the conference, as they work to assist farmers in navigating these challenges. Our review draws from international research, with a particular emphasis on Australia's extensive studies on drought-related mental health challenges. Drought contributes to heat stress, financial hardship, water resource uncertainty, and the need for climate adaptation, all of which intensify mental health struggles. These challenges are further compounded by the limited availability of mental health services in rural areas. We will also examine how drought affects farmers across different demographic groups, including young people, older farmers, and women in agriculture, each facing unique challenges. In addition to exploring these impacts, our presentation will focus on how farmers manage drought-related stress and how rural communities and professionals can enhance their support.

10:15-11:00 a.m.

Room 1**Mastering Medicaid: Tips & Tricks for Optimizing Revenue Cycle Performance****Linda Krish and Courtney Smith, HMA**

Join us for a dynamic and insightful session designed for healthcare billing professionals, coders, and revenue cycle teams navigating the complexities of Medicaid reimbursement. This event brings together industry experts and peers to share practical strategies, compliance insights, and proven tips and tricks to improve efficiency and accuracy in Medicaid billing coders.

- Medicaid-specific billing challenges and solutions
- Best practices for claims submission and follow-up
- Leveraging technology for improved revenue cycle performance
- Common coding and billing denial reasons and how to prevent them

Room 9

Investing in People: The Path to a Stronger Healthcare Workforce Development

Ken Cochran, DSc, RN, FACHE, HMA

We will explore the critical topic of workforce retention and development within the healthcare sector. This presentation will provide health executives with actionable strategies to attract, retain, and develop a skilled workforce, ensuring long-term organizational success. We will delve into innovative approaches, including leveraging federal and state funding, implementing apprenticeship programs, addressing housing solutions, and fostering a culture of continuous learning and development.

Objective: To provide health executives with actionable strategies to attract, retain, and develop a skilled workforce.

Room 52

Eating Disorders in the Heartland: Fertile Ground for Access to Care

Jennifer Beck, The Emily Program

Eating disorders are the 2nd deadliest of all the mental health diagnoses, surpassed only by the opioid epidemic in the last decade. With less access to care, cultural barriers to seeking treatment, funding challenges, lack of expert healthcare providers, and food deserts/food insecurity, rural citizens have a greater risk of being underdiagnosed and undertreated for these life-threatening illnesses. This presentation will educate the attendees on the signs and symptoms of eating disorders, the common challenges that rural communities face regarding identifying and accessing treatment, and offer a call to action for ensuring these communities are remembered and included in the healthcare landscape.

11:00 – 11:45 a.m.

Room 1:

Medicare Advantage Linda Krish and Courtney Smith, HMA

This session will address the key challenges Rural Health Clinics (RHCs) and Critical Access Hospitals (CAHs) face with Medicare Advantage (MA) plans. Topics include lower MA reimbursements compared to traditional Medicare, frequent claim denials and prior authorization delays, increased administrative burdens for small rural teams, and restrictive MA networks that impact patient access and payment. We'll also discuss how rural providers are managing these issues through proactive billing practices and advocacy for policy reforms.

Examples of Issues Faced:

- MA plans reimbursing RHCs/CAHs below cost-based Medicare rates
- Claims denied for services like lab work or outpatient therapy typically covered by Medicare
- Delays in care due to prior authorization requirements for routine procedures
- Staff time lost navigating multiple MA plan rules and inconsistent billing codes

- Local clinics considered out-of-network, resulting in unpaid services or patient outmigration
- Repeated appeals required to overturn inappropriate denials
- Need to verify MA eligibility and prior auth requirements at every visit to avoid revenue loss

Room 9

Capital Clarity: What Every Rural Leader Needs to Know

Brian Haapala, MHSA, Stroudwater Capital Partners CEO

Join Stroudwater Capital Partners CEO Brian Haapala for a dynamic, story-rich session that unveils a powerful 9-step playbook designed specifically for rural healthcare leaders navigating capital projects. From vision to groundbreaking, this session guides you through each stage of the process using the Hocking Valley Community Hospital project as a compelling case study, bringing every step to life with practical insights, lessons learned, and real-world results. Whether you're gearing up for a new facility, reassessing an ongoing build, or learning from a completed project, this session equips you with a clear, actionable rubric to:

Pinpoint strengths and gaps in your capital strategy

Apply the 9-step framework to real scenarios

Evaluate your organization's readiness and chart your next move

Bonus Opportunity: Attendees can express early interest in a late fall 2025/early 2026 learning cohort—a live, multi-week experience designed to dive deeper into each step, spark peer learning, and offer tailored guidance to help rural hospitals succeed.

Room 52

Where do we go from here? Using the past to predict future drug use trends -

Dr. Erin Reed, Ohio Department of Health

Public and behavioral health data traditionally inform drug policy. However, these measures are often reported months, and sometimes a year or more, after the events giving rise to them. Without reducing the data latency to survey the status of substance use, the appropriate allocation of finite resources remains nebulous. Additional, related data can predict drug poisoning risk to inform drug policy. This allows the proactive redirecting of resources to support local communities most in need. A more efficient allocation of resources can then prevent drug poisonings and minimize the number of individuals who suffer from substance use disorder from becoming justice-involved.

11:45 – 2:00

Lunch

Keynote Presentation by Dr. Kevin Bennett, Past President, NRHA

Conference Speaker Bios



Dr. Amy Alsante DNP, RN, NE-BC, CHEP, LSSGB is the Chief Nursing Officer at Sunburst Workforce Advisors with over a decade of progressive leadership in acute and ambulatory care. Dr. Alsante holds a BSN from Towson University, an MS from the University of Maryland, Baltimore, and a Doctorate in Executive Leadership from The George Washington University. She is passionate about cultivating cultures where exemplary professional practice can flourish, mentoring emerging nurse leaders, and creating innovative, fiscally sustainable care and staffing models.



Greg Baker *Architecture, Senior Associate*

With eleven years of architectural design experience, Greg has dedicated the past eight years to healthcare design at NAC Architecture. His skills span architectural, interiors, and planning projects, and he is passionate about collaborating on projects through all phases, from conception through construction completion. Greg excels at simplifying complex information, enabling clients to make informed decisions with a clear understanding of their options. Growing up on a cattle farm in Southern Ohio, Greg developed a deep appreciation for rural communities. This background fuels his commitment to making a positive impact through his work at NAC, particularly in healthcare design in rural areas of Ohio. Greg recently earned his master's degree from the Boston School of Architecture, further enhancing his skills and knowledge in the field.



Jenny Beck, MA, LPCC-S is the Site Director of The Emily Program Columbus in Ohio, where she oversees all clinical services provided for children, adolescents, and adults who receive eating disorder treatment in the outpatient through residential levels of care. Jenny has been a licensed clinical therapist since 2006 and has treated eating disorders since 2009. Jenny began her career in community mental health in northcentral Ohio and has worked in schools, universities, hospital systems, nonprofit clinics, and now a for-profit nationwide organization focused on treating eating disorders. Trained in several evidence-based modalities including Family Based Therapy (FBT), Radically Open Dialectical Behavior Therapy (RO DBT), and Cognitive Processing Therapy (CPT), a high point in Jenny's professional journey was overseeing the launch of The Emily Program's residential unit in Columbus in January 2022. Jenny finds meaning in training and leading teams to provide clinically excellent care for those individuals and families impacted by these illnesses.



Dr. Bennett is a Professor of Family & Preventive Medicine at the University of South Carolina School of Medicine in Columbia, SC. He serves as the Director of the South Carolina Center for Rural and Primary Healthcare. He also serves as the immediate past president of the National Rural Health Association. His work focuses on improving healthcare delivery for marginalized and underserved communities, particularly in rural areas, while examining the influence of national, state, or local policies and legislation on these populations. He has worked extensively with community groups, rural health networks, healthcare systems, and state agencies to pioneer and assess innovative care delivery programs. He also has an extensive publication history examining the disparities in healthcare access, quality, and outcomes experienced by rural populations.



Thomas Bugg, Senior Business Development Manager, Constellation, is a seasoned energy professional with a strong track record in developing and delivering infrastructure renewal strategies that enhance resiliency across diverse sectors, including healthcare, education, and government. As Senior Business Development Manager for Constellation's Ohio pod, Tom leads initiatives across the tri-state region of Ohio, Kentucky, and Indiana, specializing in energy conservation measures and renewable energy solutions tailored to complex, multi-site environments. With over three years of experience in energy efficiency, Tom has played a pivotal role in projects such as a national healthcare network's energy overhaul—achieving a 50% reduction in consumption—and a university's ASHRAE Level 1 audit to support its path to net-zero energy. His background includes leadership roles at Melink Corporation, where he was recognized for "Extreme Ownership," and prior business development roles in the Ohio market. Tom's expertise spans program management, energy auditing, and quality assurance integration, supported by proficiency in construction and design software. He is an active member of the Kentucky and TriState Societies of Healthcare Engineers and is committed to community service through organizations like Hands Against Hunger.



Jordan Burdick, JD is a healthcare attorney with experience advising clients on matters concerning statescope of practiceand prescriptiveauthority laws, HIPAA and 42 CFR Part2compliance,and Medicareand Medicaid reimbursement.She routinely works with federally qualified health centers, medical providers, tradeassociations, child welfare providers, recovery home operators,and community behavioral health providers.



Kenneth Cochran, DSc, RN, MBA, FACHE, Healthcare Executive, Workforce Development & Organizational Growth Leader, is a healthcare executive with more than 20 years of experience driving hospital performance through workforce development, operational excellence, and strategic growth. Leveraging his clinical, business, and academic background, Dr. Cochran partners with hospital leaders to strengthen workforce stability, enhance financial outcomes, and align organizations for long-term success. He has a proven track record of building high-performing teams, improving recruitment and retention, and leading cultural transformations that directly impact care quality and organizational resilience. His leadership has resulted in sustainable financial turnarounds and strengthened rural hospital workforces to meet today's healthcare challenges. As a former president and chief executive officer at two health systems and a nonprofit community hospital, Dr. Cochran implemented strategic workforce and growth initiatives that increased physician recruitment, expanded access with more than 10 new care sites, and launched a school-based telemedicine program. These efforts grew patient visits by over 150% in two years and increased physician practice revenues by \$25 million in four years. Committed to aligning workforce and clinical strategies, Dr. Cochran led the conversion of a legacy physician hospital organization into a clinically integrated network, launched an accountable care organization, and introduced a Medicare shared savings program. His collaborative approach produced measurable gains in care quality, financial performance, and workforce engagement. Earlier in his career, Dr. Cochran served in operational and clinical leadership roles, including chief nursing officer, vice president of patient care services, and director of acute care services. His expertise includes workforce development, rural health operations, physician enterprise growth, and emergency services. Dr. Cochran holds a doctorate in health system leadership from the University of Alabama-Birmingham, a master's degree in business management from California State University, and a bachelor's degree in nursing from Troy State University. He is a fellow of the American College of Healthcare Executives, board certified in nurse administration and emergency nursing, and trained in the Studer Group's Journey to Excellence principles for building high-performing healthcare teams.



Hamid Estejab, EDAC, Associate AIA Architecture, Design and Analytics Synthesizer, is a design and analytics synthesizer at NAC Architecture, specializing in the intersection of healthcare design and emerging technologies. With a background in architecture and a passion for research and integrating data-driven solutions into the built environment, he actively explores the role of emerging technologies in shaping future architectural spaces. He completed dual Master's Degrees in Healthcare Design and Emerging Media and Technology at Kent State University, where he contributed to research that redefines trauma room design through data and user experience studies. Additionally, he is EDAC certified, demonstrating his expertise in evidence-based design principles for healthcare environments.



Jerry Fu is a conflict resolution coach who helps cross-cultural leaders become more visible, vocal, and valuable. Having taken on several pharmacy leadership roles, Jerry started coaching in 2017 to help other cross-cultural professionals deal with the conflict they encounter at work, with their culture, and within themselves. He has coached leaders at companies like Johnson & Johnson, Boehringer-Ingelheim, and Microsoft. Jerry also co-authored Secrets of Next-Level Entrepreneurs, which premiered at #1 on Amazon's new releases on Business Entrepreneurship. Prior to starting his coaching business, Jerry served as a pharmacist and began facilitating leadership workshops in 2012. Today, Jerry offers a range of coaching services, which includes individual coaching, group workshops, and keynote presentations. To learn more, you can visit <https://www.adaptingleaders.com>.



Julie Georgoff, CHFP, Stroudwater Associates is an accomplished healthcare and finance professional with diverse experience in the strategy space and a strong background in financial and clinical operations. Before joining Stroudwater, Julie served as CFO and Vice President of Finance for a Critical Access Hospital in Ohio. Julie leads with a focus on the future of healthcare, developing and implementing successful financial models for transacting tomorrow's business. Her work enhances the value of organizations by driving team engagement and defining sustainable healthcare. Julie is an active member of the Healthcare Financial Management Association (HFMA) and is a Certified Healthcare Financial Professional.



Amy Graham is an experienced healthcare executive providing vision and direction in finance and revenue cycle and serving rural healthcare clients in hospitals, clinics, laboratories and pharmacies. Amy has over 20 years of experience in maximizing the accounting, finance, and revenue cycle processes for healthcare organizations. AREAS OF FOCUS: Financial statement and A/R synchronization, RCM performance benchmarks and KPIs, A/R Management, Claims Process and Submission



Brian Haapala is a mission-driven leader and rural healthcare champion with over 25 years of experience guiding rural hospitals through the complexities of capital investment. As CEO of Stroudwater Capital Partners, he's helped drive more than \$1.5 billion in rural healthcare projects, bringing strategic insight and financial muscle to the communities that need it most. A stroke survivor and Ironman triathlete, Brian knows what it means to push through adversity—and why access to quality care matters. His journey fuels a relentless commitment to ensuring rural providers have the resources to thrive. With a master's from the University of Michigan in health services administration, Brian pairs deep expertise with a bold vision: to close the funding gap in underserved communities and reimagine what's possible for rural health.



Mohammad Haque, MD, Director, Telehealth, Internal Medicine Hospitalist, MedOne Healthcare Partners

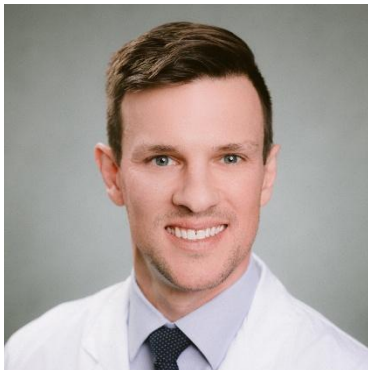
Residency - Spectrum Health - Butterworth Campus (2007) in Internal Medicine

Medical School - Baqai Medical College (2003)

Board Certifications - Am Bd Internal Medicine (2008)



Jason Haglund, an accomplished senior executive and leader, brings extensive experience in provider and state systems design. Throughout his career, he has implemented initiatives across behavioral healthcare, addiction treatment, prevention, and child welfare systems. As a founding member of Rural Policy Partners and a co-host of The Stepping In It Podcast, he offers invaluable expertise in behavioral health, public policy analysis, and system design consultation. Haglund has played pivotal roles in guiding system transitions and legislative activities across multiple states. Nicknamed the "khaki farmer," due to his deep agrarian roots and his impeccable style in the field. As a fifth-generation farmer, Haglund draws wisdom from his family's legacy, contributing to discussions on stress management, emotional wellness, public policy, succession planning, and burnout. Haglund holds a bachelor's degree in Psychology from the University of Northern Iowa and a master's degree in Counseling Psychology from Gannon University in Erie, Pennsylvania. His diverse background uniquely positions him to navigate the intersection of science, technology, and sustainable family business management.



Michael Heinze, MD, Chief Strategy Officer, Internal Medicine Hospitalist, MedOne Healthcare Partners

Residency - Ohio State University Hospitals (2016) in Internal Medicine

Medical School - Ohio State University College of Medicine and Public Health (2013)

Board Certifications - Am Bd Internal Medicine (2016)



Scott Hubay, Managing Partner, Hubay Dougherty, is a legal and policy strategist with over nine years of experience at the intersection of clean energy, tax law, and infrastructure development. As Managing Partner of Hubay Dougherty, which he co-founded in 2016, Scott advises a diverse range of clients—including green banks, nonprofits, engineering firms, and government agencies—on how to structure financially viable clean energy and energy efficiency projects. Scott is nationally recognized for his expertise in leveraging federal tax incentives and regulatory frameworks to maximize the impact of infrastructure investments, particularly through the Inflation Reduction Act's updates to tax credit and depreciation benefits. His practice spans clean energy program design, environmental and utility regulatory law, and nonprofit governance, making him a key resource for organizations navigating the evolving energy landscape. Known for his ability to connect legal, financial, and policy tools into actionable strategies, Scott is an active member of SEIA, the Energy Bar Association, and the ABA Environment Section, and is deeply engaged in community and nonprofit leadership.



Daphne L. Kackloudis, OHCC is a Member of the firm, and she heads BMD Columbus' health care practice. Daphne's success –and that of her clients – is rooted in the nexus between traditional healthcare legal services and healthcare public policy. She has broad and deep experience in health care operations, and regulatory compliance, as well as board governance, Medicaid, public policy, and government affairs. Daphne advises health care trade associations and health care providers as outside counsel and in-house as a member of her clients' senior leadership teams.



Tim Kane, LEED AP Principal Technical Sales Manager, Constellation, is a veteran energy solutions leader with deep expertise in designing and delivering complex infrastructure renewal projects that enhance resiliency and sustainability. As Principal Technical Sales Manager for Constellation in the Greater Cincinnati region, Tim brings a strong engineering foundation and a proven track record of managing high-impact energy projects across sectors including healthcare, manufacturing, military, and education. With a background in mechanical engineering and over a decade of experience in energy performance contracting, Tim has held key roles at organizations such as Chromalox, Johnson Controls, Aggreko, and The Trane Company. His work has supported clients like Procter & Gamble, GE Aviation, and Duke Energy, where he has led initiatives in electrification, HVAC optimization, water management, and controls integration. Tim is known for his ability to align technical planning with customer needs, leveraging data intelligence and cross-functional coordination to deliver on-time, cost-effective solutions. He is a certified LEED AP (pending) and a frequent presenter at industry knowledge sessions, including Lunch & Learn events.



Edib Sevki Keskiner, M.A., is a Ph.D. student in Counselor Education and Supervision at Ohio University. Before beginning his doctoral studies, he worked as a research assistant at Amasya University. He completed his undergraduate degree at Istanbul University and his clinical psychology master training at Fatih Sultan Mehmet Vakif University. Edib's research has focused on the mental health of farmers, improving access to mental health services for rural women, and emotion regulation strategies among college students. A licensed clinical psychologist in Turkey, Edib has been providing counseling for over three years, working from a psychodynamic perspective.



Linda Krish, Principal, Chicago, Illinois, Senior revenue cycle leader with over 40 years of progressive, results-oriented experience in healthcare non-profit, for profit, teaching hospitals, healthcare networks, physician networks, and healthcare consulting; Experienced at investigating operational improvements; evaluates, assesses, redesigns, and implements high financial value with organizational operational improvements within each function of the revenue cycle for optimal outcomes; Skilled in systems review, implementation, and optimization; reviews current host systems, electronic technology systems, and set ups for efficiencies within the entire revenue cycle; Experienced in managed care contracting; evaluates managed care contracting to ensure accuracy of variances of payer reporting working with the appropriate Representatives; Thorough knowledge of data analytics and risk-based modeling and scenario analysis; Demonstrated strengths in re-engineering the revenue cycle; Customer service excellence and superior transparent communications; Visionary leadership, innovative solutions, and key performance data tracking



Kristen Ogden serves as the Director of Quality Improvement at The Compliance Team, bringing a wealth of experience and dedication to advancing rural healthcare. Previously, she held the role of Director of Clinic Quality and Accreditation, overseeing 12 Rural Health Clinics across Southwest Missouri. Raised in a small rural community, Kristen has a personal connection to the challenges these areas face in accessing healthcare. Her passion for improving rural health drives her efforts to enhance care quality and expand access to underserved communities nationwide. As a nurse leader, Kristen combines her clinical expertise with a commitment to improving patient outcomes. She is an active member of the Missouri Association of Rural Health Clinics, advocating for meaningful change in rural healthcare policy and practice. Kristen earned her nursing degree from Lester E. Cox College of Nursing in Springfield, Missouri.



Erin Reed currently serves as Assistant Policy Director for Criminal Justice and Public Safety in the Office of Governor Mike DeWine. In this role, Erin advocates on behalf of State government, monitors impacts of policy decisions and guides policy implementation. Before serving as Assistant Policy Director, Erin was the Ohio Department of Public Safety's Law Enforcement Initiative Project Coordinator, where she managed all phases of project management and delivery of science and data intensive programs for the Department. With over 20 years of state service, Erin has been responsible for coordinating the State Board of Pharmacy's efforts related to the Ohio Medical Marijuana Control Program. She also spent twelve years with the Ohio Attorney General's Office (AGO), beginning her career as a forensic scientist with the Bureau of Criminal Investigation (BCI) where she worked while attending law school. After earning her law degree, Erin defended state criminal convictions in federal court and then served as legal counsel to BCI. Before leaving BCI, Erin served as its Director of Administration.



Renee Schulte, Schulte Consulting, LLC, has over two decades of leadership experience in the behavioral healthcare field. Her work in the public and private sectors has given her a unique understanding of the complexities of delivering quality care. Renee is nationally recognized for her expertise in behavioral health policy, system design, financial analysis, and strategic planning. As a licensed mental health therapist, Renee has worked across an array of the care continuum including psychiatric hospitals, child welfare providers, and therapeutic foster care services. She began Schulte Consulting, LLC in 2012. As a consultant she has worked with multiple states creating strategic plans, legislation, and best practice guidance in regulation and rules. Renee has taught at multiple colleges and universities in the psychology department, encouraging the next generation to join in this important work.



Courtney Smith, Senior Consultant, Coding With over 10 years of industry experience, Courtney Smith is a seasoned health information management professional specializing in inpatient coding, auditing, management, and education. She began her career as an inpatient coder and progressively advanced to become a project lead, eventually serving as the Inpatient Manager of Auditing and Coding. In this role, she has led and mentored a team of coders and auditors, focusing on quality improvement, education, and compliance. Ms. Smith has extensive experience in inpatient DRG reviews, clinical documentation improvement (CDI), client and provider education, and coder training. She designs and delivers training programs tailored to identified documentation gaps and audit findings, ensuring alignment with industry standards and client needs. Her responsibilities also include presenting data-driven reports and insights to clients, facilitating understanding and actionable outcomes. In addition to her clinical expertise, Ms. Smith is skilled in project management, inventory maintenance, market analysis, RFP preparation, and financial oversight. Her strategic approach and client-focused mindset are underpinned by exceptional customer service skills. She holds credentials as a Registered Health Information Technician (RHIT) and a Certified Coding Specialist (CCS). Ms. Smith is proficient in MS Office and multiple electronic health record (EHR) systems and is recognized for her analytical acumen and results-oriented leadership.



Nicole Thorell is a seasoned healthcare consultant and practicing Family Nurse Practitioner with over a decade of experience advancing rural health. With leadership roles including Chief Nursing Officer and Director of Risk and Quality, she has led initiatives to improve patient care, boost regulatory compliance, and strengthen operational efficiency in Critical Access Hospitals and Rural Health Clinics. Nicole holds a Master's in Nursing Administration and is a Lean Six Sigma Green Belt, known for driving results in patient safety, provider performance, and workplace culture. Through her dual roles as a provider and consultant, she brings practical, hands-on insight to help rural healthcare systems thrive.



Andrew von Lohr, AIA, ACHA, NCARB, Principal, National Healthcare Practice Leader. Andrew's entire 19-year career has been dedicated to the planning, design, and implementation of healthcare facilities. On every project, Andrew brings a highly adaptable skill set where his focus is to empower his team through effective collaboration in pursuit of his client's vision and goals. Andrew values relationships and consensus building and views them as paramount to the success of every project.



Kayla Walck, RN, MSN, PCCN is the Director of Clinical Operations at Amergis HealthCare Staffing. Kayla supports the commercial staffing division with a passion for quality delivery and a dedicated partner. Kayla obtained her BSN from The Pennsylvania State University in 2013 and an MSN from The Pennsylvania State University in 2020. She has over a decade of nursing experience with roles in management and nursing leadership in the acute care setting. During her tenure, she played a crucial role in accreditation surveys, ensuring continuous survey readiness, patient safety and risk advocacy, and ensuring quality outcomes. Kayla's goals as a clinical staffing partner at Amergis remain centered in quality care, outcome driven success, and collaborative support to both client partners and healthcare providers alike.



Jill Woods, IIDA, LEED AP *Managing Principal, Healthcare Designer*

Jill has spent the last 30 years focusing on using the power of design to continually improve and evolve the healthcare experience. She has worked on a broad range of project scope and size from small freestanding surgery centers in the US to a multi-million square foot cancer center in Kuwait. Having grown up in a small rural town in Ohio, she is particularly passionate about partnering with rural healthcare facilities to improve the health of their communities. Her process begins and ends with empathy to gain insight to positively impact all people who interact with the environment. The first glimpse of the site and every inch of their journey creates their experience. Jill's inclusive nature and listening skills draw out the challenges each staff member, patient, and family member has encountered and makes them a part of designing a solution.
