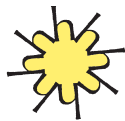




2020-2021

RWHC in REVIEW



RWHC

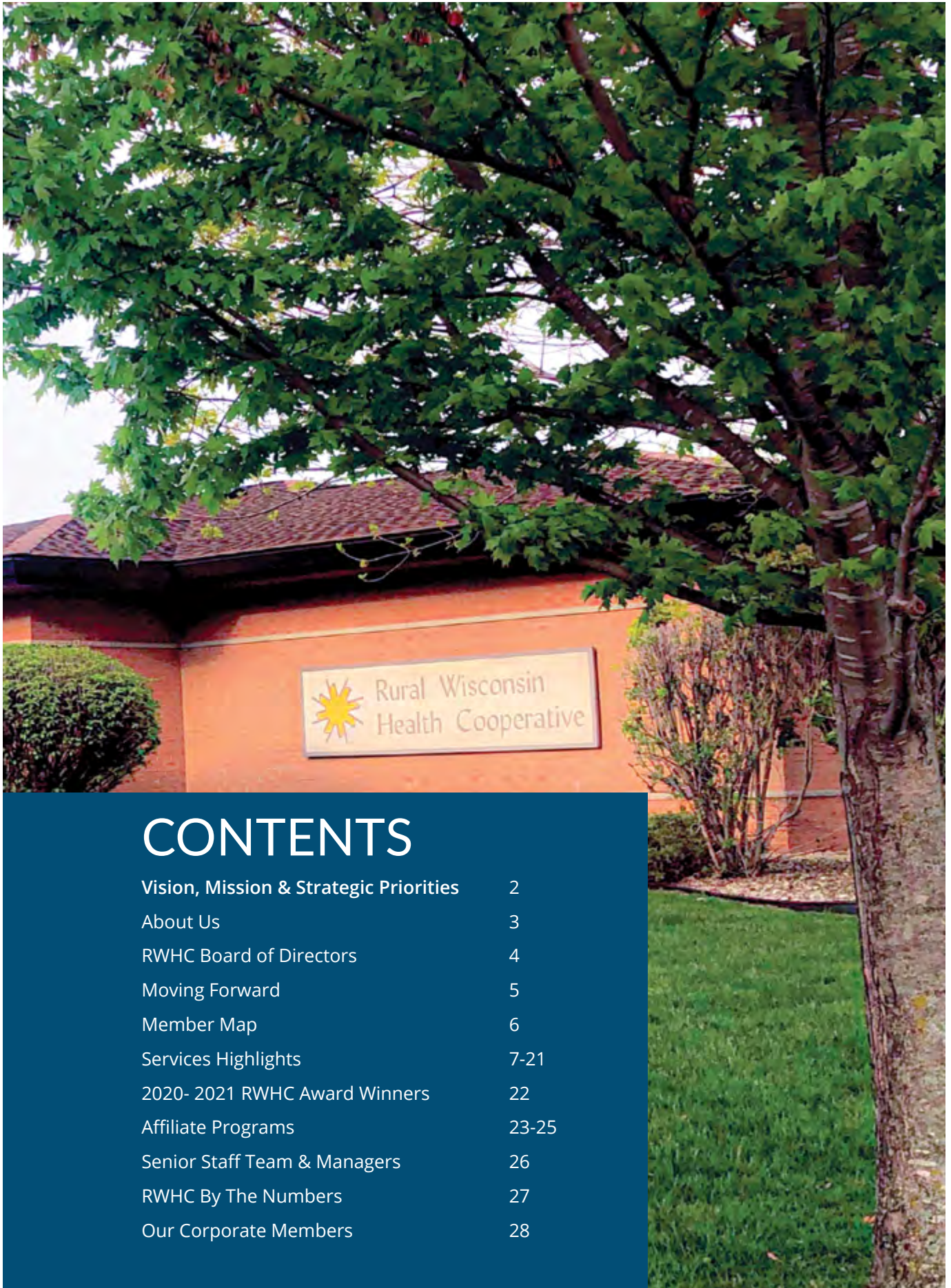
Your partner. Your source.

880 Independence Lane

Sauk City, WI 53583

PHONE: 608-643-2343

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VISION, MISSION & STRATEGIC PRIORITIES



RWHC Vision (What We Want)

Rural Wisconsin communities will be the healthiest in America.

Mission (How We Do It)

- Be a strong and innovative cooperative of rural hospitals
- Be the “rural advocate of choice” for Members
- Develop and manage a variety of programs and services
- Assist Members to offer high quality, cost-effective healthcare
- Assist Members to partner with others to make their communities healthier
- Generate additional revenue by services to non-members
- Actively use strategic alliances in pursuit of our Vision

Strategic Priorities (Where We Focus)

- Advocate for rural health and healthy communities
- Represent Member interests with insurers/payers
- Continue and expand shared services
- Be a national rural Health Information Technology leader
- Drive improvement with a Balanced Scorecard
- Assure excellent Member and external communication

Core Values

- Trust
- Collaboration
- Creativity
- Excellence
- Pride
- Openness
- Individual Development
- Productivity
- Responsibility



ABOUT US

by David Hartberg, RWHC President

The Rural Wisconsin Health Cooperative (RWHC) is owned and operated by over 43 rural hospitals across the state. Launched by a handful of rural hospital CEOs in 1979, RWHC's support for rural healthcare has never wavered.

Much has changed in the 42 years since, including significant changes in how and where healthcare is delivered and supported in our rural communities. With RWHC, members and staff effectively leading the way, we are all in a stronger position to provide timely, high quality and cost-effective local healthcare. RWHC continually finds ways to leverage our collective knowledge and strength, nevermore important than during this unprecedented pandemic, to keep rural health at the forefront in its expanding and innovative ways.

This Report highlights the full range of services supported by RWHC. Just as healthcare has evolved over the last 42

years, RWHC has continued to modify its scope and its services. The variety of services available to RWHC members has changed over the years because RWHC has made a concerted effort to hear and meet the needs of all members as they themselves have continued to adapt and improve. RWHC's ability to anticipate needed programs and services has made all of us stronger. A strong RWHC means stronger and healthier rural communities.

At the core of RWHC is its commitment to advocacy for rural hospitals and health. In numerous efforts and with diverse audiences in Washington, DC, in Madison, WI, and in our own communities, RWHC has coordinated and supported advocacy efforts and the results are impressive. This advocacy at both the state and national level has been effective in supporting rural healthcare, both for what is working and for where there are opportunities to improve.

This advocacy along with key partners such as the Wisconsin Hospital Association and the Wisconsin Office of Rural Health contributed to Wisconsin being recognized in 2020 by the federal Health Resources & Services Administration as the third best state in the nation for the quality and performance efforts of its Critical Access Hospitals. As we look to the future, the advocacy work that RWHC does, both members and staff, is vital to our collective success.

RWHC's vision statement reads, "Rural Wisconsin communities will be the healthiest in America." As a recent campaign spearheaded by RWHC, "Champions of Healthcare," RWHC works to support those champions in our rural communities who tirelessly work to sustain and improve local healthcare and health.



RWHC BOARD OF DIRECTORS

Sherry Bunten,
Interim CEO, Antigo

Lisa Schnedler
Dodgeville

Jane Curran-Meuli
Monroe

Julie Chikowski
Shawano

Jason Douglas
Ashland

Marc Ausburger
Edgerton

Ryan Neville
Neillsville

Michael Schafer
Spooner

Alison Page
Baldwin

Michael Wallace
Fort Atkinson

Julie Bieber
Oconto

Dave Dobosenski
St. Croix Falls

Laura Walczak
Baraboo

Frank Perez-Guerra
Friendship

Chris Brabant
Oconto Falls

Dan DeGroot
Stoughton

Tammy Bending
Berlin

Luke Beirl
Hayward

Jeff Euclide
Park Falls

Brian Stephens
Sturgeon Bay

Mary Beth White-Jacobs
Black River Falls

Kristie McCoic
Hillsboro

Dan Rohrbach
Platteville

Philip Stuart
Tomah

Theresa Braudt
Boscobel

Jeff Euclide
Ladysmith

Michael Decker
Portage

David Hartberg
Viroqua

John Wagner
Chippewa Falls

Dave Smith
Lancaster

Garith Steiner
Prairie du Chien

Kellie Diedrick
Waupaca

John Russell
Columbus

Jim O'Keefe
Mauston

Shawn Lerch
Prairie du Sac

Joni Olson
Whitehall

Mike Gutsch
Cumberland

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Medford

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Chris Stines
Wisconsin Rapids

Kathy Kuepers
Darlington

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Merrill

Bruce Roesler
Richland Center

David Hartberg
President
Viroqua

Ryan Neville
Secretary/Treasurer
Neillsville

Lisa Schnedler
Member At Large
Dodgeville

Dan DeGroot
Vice President
Stoughton

Dan Rohrbach
Member At Large
Platteville

Brian Stephens
Member At Large
Sturgeon Bay

Immediate Past President: Mary Beth White-Jacobs (Black River Falls)

**As of April 15, 2021*



MOVING FORWARD

by Tim Size, RWHC Executive Director

"The coronavirus pandemic has pitted all of humanity against the virus. The damage to health, wealth, and wellbeing has already been enormous. Everyone can work together to learn about the disease and develop tools to fight it. I see global innovation as the key to limiting the damage." (Bill Gates from the blog, *"The First Modern Pandemic,"* 4/23/20)

RWHC and many of its networked 43 nonprofit rural community hospitals are expanding their focus to include rural community economic development. The historic number of farm bankruptcies, shuttered employers and dramatic financial realities healthcare providers are facing demonstrate why rural health innovation is needed now more than ever.

Economic stability is a key social determinant of health—The 2019 County Health Rankings show that two-thirds of Wisconsin's rural counties had health outcomes below the state average—driven by health factors such as lower levels of employment, income, education, affordable housing and childcare. The WI Department of Workforce Development has documented rural Wisconsin counties as having been very slow to recover from the Great Recession. Two-thirds of Wisconsin's rural counties saw their populations drop between 2010-18, according to Forward Analytics, a division of the Wisconsin Counties Association. *"The economic consequences of depopulation are real—a shrinking*

workforce, fewer jobs in the county, fewer businesses, and slower income growth."

Place is a critical factor in determining our ability to thrive. But while our place is rural, we know that for rural to succeed we need to find common ground with those working statewide and in our urban communities. RWHC is committed to prosperity for all.

The RWHC Plan—Rural hospitals across Wisconsin are uniquely positioned to have an important impact on the health outcomes and socioeconomic well-being of rural residents. The most obvious contribution is in the access and quality of clinical health care. Further, rural hospitals are increasingly taking leadership roles with the aim to improve health behaviors.

Less obvious is the role of rural Wisconsin hospitals in community economic development (CED) initiatives at the local and regional levels to improve the socioeconomic well-being of rural residents. Examples include expanding childcare, housing and broadband as well as assisting business new starts and expansions. As anchor institutions, rural hospitals are well-positioned to join with others in providing a leadership role to foster more vibrant and resilient communities. RWHC and rural hospital health leaders in Wisconsin have begun work to:

- Increase rural hospital engagement and leadership with local multisector CED

- Increase the effectiveness of rural hospital engagement and leadership with CED
- Increase rural health perspective in statewide CED
- Increase statewide CED perspective in rural health

Working Together We Can Make a Real Difference—RWHC believes that rural hospitals, together and individually, are uniquely positioned to contribute a "spark" to many rural Wisconsin CED efforts. As anchor institutions we are often well established within the community and can provide a bridge to resources outside the community. Rural hospitals can provide leadership, facilitation and networking resources to their home communities.

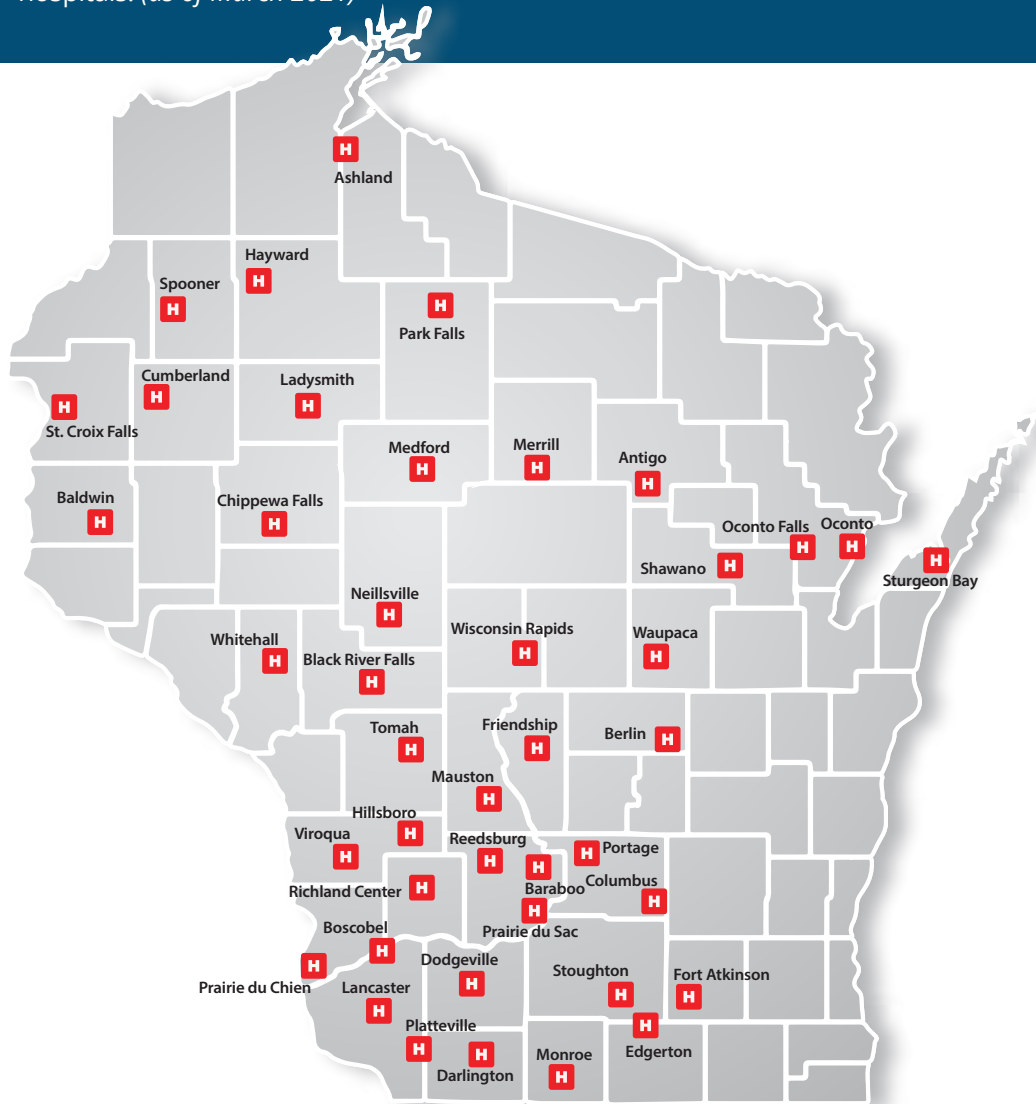
RWHC and rural hospitals across Wisconsin realize that in order to revitalize the communities that they serve, they must take on a stronger role in community efforts. All of us working together can assure that we have the training, experience and support to become effective innovators for rural community and economic development.

This challenge is not unique to Wisconsin. It is our hope that as we expand collaboration between health care providers and their communities, we can serve as a model for the rest of rural America while at the same time learning from our colleagues across the country.



MEMBER MAP

RWHC is currently owned and operated by forty-three, rural acute, general medical-surgical hospitals. *(as of March 2021)*



Affiliate Members

Aspirus *(Wausau)*

Marshfield Clinic *(Marshfield)*

ThedaCare *(Appleton)*

Group Health Cooperative of South Central Wisconsin *(Madison)*

Gundersen Health System *(La Crosse)*

Hospital Sisters Health System *(Springfield, Illinois)*

UW Medical Foundation *(Madison)*

Strategic Partners

National Rural Health Association

Wisconsin Center for Nursing

Wisconsin Hospital Association

Wisconsin Medical Society

Wisconsin Nurses Association

Wisconsin Office of Rural Health

Wisconsin Partners

Wisconsin Primary Health Care Association

Wisconsin Statewide Health Information Network

SERVICES HIGHLIGHTS

A closer look at some of our programs & services



Advocacy

2020 started like most even-numbered years in advocacy by finishing up the legislative session and looking towards moving into campaign season. The prior year saw Governor Evers' first state budget that increased both the Medicaid Disproportionate Share Hospital (DSH) program and the Rural Critical Care Supplement payment—a program for those hospitals who otherwise qualify for DSH because of their Medicaid inpatient days, but do not qualify because they do not provide Obstetric care.

In January of 2020, Governor Evers at his second State of the State address announced he was working with the Wisconsin Economic Development Corporation (WEDC) to create the Office of Rural Prosperity to ensure investing in agriculture and rural areas was part of his economic development plan statewide. This was followed by Missy Hughes, Secretary and CEO of WEDC, attending the RWHC Board Retreat on March 6 to further discuss the economic development philosophy that the new administration had for rural Wisconsin.

Then the pandemic hit when a contagious disease caused by Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2) started wreaking havoc on the coasts and urban Wisconsin. The Coronavirus disease 2019 (COVID) caused a dramatic loss of revenue for rural hospital members as they followed a federal directive in March that postponed non-emergency hospital care which translated into more than \$2 billion in net losses for all Wisconsin hospitals over a four-month period.

Much of our advocacy for 2020 surrounded COVID response. The Coronavirus Aid, Relief, and Economic Security (CARES) Act which passed in late March provided much

relief in funding received from the Provider Relief Fund (PRF) to rural hospitals that had experienced significant revenue losses. We partnered with the Wisconsin Hospital Association (WHA) to express concerns over changes to the original federal guidance governing how hospitals could use funding received from the PRF authorized by the CARES Act. Our advocacy was successful in HHS guidance reverting back to the much broader definition of lost revenue, which essentially allowed hospitals to use the funding for any health care revenue lost due to Coronavirus by the passage of the Consolidated Appropriations Act-2021 in December.

Looking towards the 2021-23 biennial budget, we participated in WHA's Medicaid Policy Workgroup to develop policy priorities that maintain strong reimbursement for rural hospitals; improve access to care; minimize Medicaid losses and support expanding access and enhancing quality. We will also seek to maintain coverage of telehealth services during the COVID pandemic.

In 2021, RWHC will be working with Competitive Wisconsin, Inc. (CWI), on their Rural Resurgence collaboration. CWI has identified three main spheres of interest, including infrastructure, economy and quality of life. By developing an Action Accelerator process, which focuses on supporting efforts to preserve and protect what is currently working in Wisconsin's rural areas, it will also help determine how Wisconsin might best attract the people and revenue streams needed to build the new economically prosperous rural economy Wisconsin wants and needs.

CONTACT:

Jeremy Levin

jlevin@RWHC.com

Ambulatory Care Quality & Care Coordination Programs

Ambulatory Care Quality Program

The RWHC Ambulatory Care Quality Program was initially funded through a HRSA Network Development Grant. Ten RWHC Member healthcare organizations that operate 26 primary care clinics participated in this effort to improve quality and reduce costs associated with chronic disease management in rural primary and ambulatory care settings.

The Program's main goal was for participants to improve HbA1C, blood pressure control, and BMI screening quality measure outcomes, thereby increasing their Merit-Based Incentive Payment System (MIPS) reimbursement. Incremental objectives included:

- To implement quality data analytics in support of health delivery reform and MIPS compliance
- To develop/adapt best practice tools and protocols that would facilitate target area improvement
- To test and implement selected best-practice interventions

RWHC partnered with Physician Compass, the Wisconsin Collaborative for Healthcare Quality (WCHQ), and the Wisconsin Hospital Association Information Center (WHAIC) to provide analytics and best practice resources for this program.

Nearly all of the program participants improved their MIPS measure scores for at least one of the three measures that were the Program's focus.

One of the lasting achievements of the Ambulatory Care Quality Program was the development of the Rural Wisconsin Chronic Disease Toolkit which contains a compendium of the best practices used by participants to achieve their ambulatory quality goals. The Toolkit is updated annually and can be accessed at: <https://www.hipxchange.org/RuralChronicDisease>.

CONTACT:

Cheryl DeVault
cdevault@RWHC.com

Care Coordination Program

The RWHC Care Coordination Program—funded through a HRSA Network Development Grant—picks up where the previous project left off. Seventeen RWHC Member healthcare organizations that operate over 100 primary care clinics are participating in this effort to improve outcomes associated with chronic disease management by developing best practices for the implementation of seven care coordination services: Chronic Care Management (CCM), Transitional Care Management (TCM), Advanced Care Planning (ACP), Annual Wellness Visit (AWV), Initial Preventative Physical Examination (IPPE), General Behavioral Health Integration (BHI), and Psychiatric Collaborative Care Model (CoCM).

After the best practices are developed and compiled in our Rural Wisconsin Chronic Disease Toolkit, each project participant will select one or more of these services to be implemented in their primary care and/or (if applicable) inpatient environments. Additionally, Physician Compass MIPS measure collection will be expanded to include Breast Cancer Screenings and Pneumococcal Vaccinations.

CONTACT:

Cheryl DeVault
cdevault@RWHC.com





Clinical Education

RWHC offers a Clinical Education series for both new and experienced nurses, as well as nursing ancillary support staff. The workshops are designed to enhance the clinician's knowledge and improve critical thinking at the bedside for overall improved patient care within your organization. The use of simulation education is utilized in some of the workshops, allowing hands-on opportunities. These highly engaged and interactive educational opportunities are based upon the principle that there is no learning without action, so facilitation of learning is a key component of this series. The series is open to both RWHC members and non-members. Most of the clinical workshops are offered throughout the year at RWHC and can also be customized and brought onsite.

The launch of our boot camp series has been extremely successful over the last couple of years (ER Boot Camp, OB Boot Camp, Nursing Supervision Boot Camp and the CNA Boot Camp). These extensive programs were developed to

help nursing personnel develop a solid foundation from the core principles and standards of care and practice perspective in hopes of helping the nurse practice solo in the department or their supervision role more quickly.

This past year, our most popular clinical workshops delivered in-person or virtual were:

- OB Assessment and Emergencies
- Pediatric Assessment and Emergencies
- Boot Camp Series
- Preceptor Training Program (skill development of the person responsible for onboarding new employees to be successful in their roles)

CONTACT:

Cella Janisch-Hartline

chartline@RWHC.com

Erin Smital

esmital@RWHC.com

What customers are saying about our Clinical Education Programs...

“Hands down this is great information! I am in a lead role and some of my biggest struggles are communication with the team. The information that is given out that I can tuck into my toolbox is going to be so helpful in growing and learning. After day 1, I had already reached out to my friends at different facilities and told them they HAD to sign up for this class, that it was going to be life changing.

- Kristin, *TheDACare*

“This program was EXCELLENT! The presenters are TERRIFIC! This program was through Zoom and I felt just as much engaged as I do when I attend face-to-face classes. Great Job!

- Jackie, *TheDACare*

“Cella's knowledge in the field of nursing is beyond compare. She has an exceptionally innovative approach which empowers and creates a safe space for participants to share and learn from her and each other. Cella is extremely committed to the profession of nursing and everyone who has the privilege of participating in her workshops has been gifted an invaluable experience and resource for their own nursing journey.

Ashley, *Platteville*

Clinical Services

Audiology

LikemanyoftheRWHCServices,theAudiology Service is a successful, longstanding service for several RWHC Members. RWHC employs four experienced audiologists that provide care to patients of all ages. This includes diagnostic testing and evaluations, hearing aid consultations and dispensing, and follow-up to newborn hearing screenings. In addition to working with primary care providers within the communities, the audiology team works alongside ear, nose and throat (ENT) physicians by providing care to their patients that are being evaluated for many diverse problems such as hearing loss, ear infections, and vertigo. The audiologists

meet regularly to enhance their professional skills, complete continuing education, and review their quality improvement plan and results. All Members are serviced with state of the art diagnostic equipment and have access to multiple hearing aid companies through our centralized accounts. Along with being licensed by the state of Wisconsin and enrolled Medicaid providers, the audiologists are all members of the *American Speech-Language & Hearing Association (ASHA)* and the *American Academy of Audiology (AAA)*.

CONTACT:

Bonnie Laffey

blaffey@RWHC.com



Physical Therapy and Occupational Therapy

Physical and Occupational Therapies were the earliest clinical services offered by RWHC to support the needs of Members. At that time, minimal therapy services were offered in the rural hospitals due to a lack of therapists willing to work in a small practice setting. The RWHC model offered services to a hospital at an appropriate level for their caseload, yet created a network of therapists, thus eliminating the isolation concerns many therapists feared. This model laid the groundwork for these professionals to collaborate on program development, bringing expertise and services to the rural

communities that they had previously not enjoyed. Currently, therapists provide a wide range of expertise to accommodate the specific needs of a hospital and its community. Therapists work with a variety of patients and in a variety of settings including hospital inpatients, outpatients, home health, schools, and in-home pediatric therapy (Birth to Three program). Currently, these services are not available for expansion.

CONTACT:

Bonnie Laffey

blaffey@RWHC.com



Speech Pathology

The Speech Pathology Service continues to grow while providing direct patient care services to ten of our member hospitals in addition to their affiliated Birth to Three programs, nursing homes and home health agencies. RWHC employs 13 speech pathologists with a wide range of expertise and advanced certifications. The RWHC Speech Pathology staff are provided the opportunity to network with therapists from other member hospitals through the RWHC Speech Pathology Roundtable and Dysphagia Grand Rounds. Sixty three percent of our members are represented

in these networking opportunities and participate in the peer review offered through Dysphagia Grand Rounds. Therapists practicing in the rural settings must be qualified to provide speech, language, cognitive and swallowing evaluation and treatment to patients of all ages. These groups allow the therapists in a solo practice to benefit from the expertise represented in the group and apply it to their patient care.

CONTACT:

Patti Fowler

pfowler@RWHC.com





Coding Consultation Services

Today more than ever, achieving accurate coding for claims submission and subsequent reimbursement is essential for your facility's bottom line. This is why RWHC offers innovative **Coding Consultation Services** that will help your staff meet the heightened demand for correct coding and claims submission. The RWHC Coding Consultation Services is designed to offer practical solutions to your everyday coding needs. Our goal is to educate and prepare your staff to handle any coding challenge that may arise in an inpatient, outpatient or ambulatory surgery setting. Services include: Coding Audits (onsite or offsite, ICD and/or CPT, inpatient, ambulatory

surgery and emergency department), Coding, Education & Training (current topics and staff training presented onsite or offsite, regional, mentoring, or group), Reimbursement Hotline (web-based tool for specific coding questions) and Per Diem Coding (available for staffing emergencies or scheduled time off). RWHC Coding staff also facilitate relevant roundtables, provide expertise to other RWHC Services and participate in external coding groups.

CONTACT:

Sheila Goethel

sgoethel@RWHC.com

Community Economic Development Program

The RWHC Community Economic Development (CED) Program was started in 2021 to help members address issues surrounding social determinants of health in their community including but not limited to housing, childcare, broadband, economic opportunity, education, transportation, etc. The CED program has 4 pillars that guide its work:

- Increasing rural hospital engagement with local community economic development efforts
- Increasing the efficacy of rural hospital engagement with community economic development efforts
- Bringing a rural health perspective into local, regional and statewide community economic development conversations
- Bringing a community economic development perspective into rural health conversations

The program will be offering professional development opportunities for RWHC Members, partnering with UW-Extension to complete Community Economic Analyses of willing members' communities, compiling and disseminating relevant local economic data for RWHC Members, developing a toolkit of effective CED strategies for member use, serving as a liaison to Wisconsin's existing network of economic development professionals and resources, and generally acting as an accessible resource for members on community economic development issues as they organically arise.

In short, the CED Program acts on the idea that RWHC Members can only be as economically viable as their communities. The CED Program aims to bolster the vitality and sustainability of rural Wisconsin communities for both the health of the

community and the health of the RWHC provider within that community.

Members are encouraged to reach out to the contact below to express interest in engaging with the program's offerings.

CONTACT:

Marie Barry

mbarry@RWHC.com

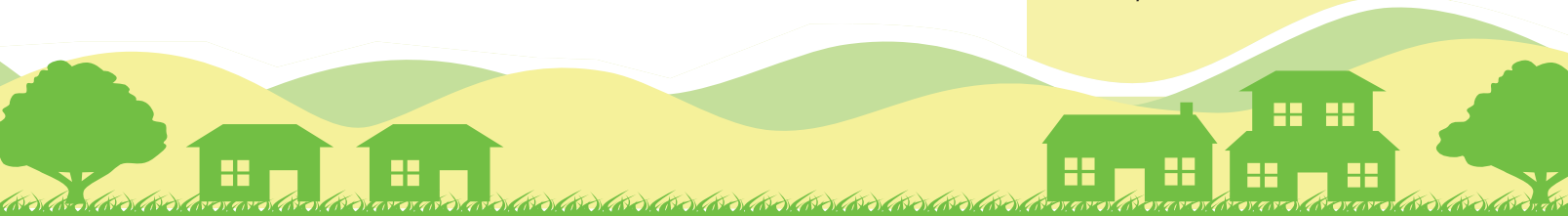
OUR DEEPEST APPRECIATION

Greg & Carol Griffin

Founders of Elder Span Management LLC

Marshfield Clinic Health System

Inaugural Funders RWHC Community Economic Development



Credentials Verification Service

Whether you have a very small or large medical staff/network, outsourcing the credentialing process is the most cost-effective way to establish a credentials file. RWHC is able to accelerate the verification process with database automation and online verifications that get the job done accurately, completely, and efficiently. You send a name and contact information; we take it from there until the file is complete and sent to you.

RWHC Credentials Verification Service fee includes continuous monitoring (monthly) of Medicare/ Medicaid sanctions as well as state licenses and DEA. We notify our clients immediately of all disciplinary actions when they are discovered. RWHC also tracks the expiration of licenses,

DEA, boards, and malpractice. Clients can generate a report and view the images for expirables from our secure website.

We are an NCQA-certified CVO with over 20 years of experience in many states and with all types of healthcare practitioners. RWHC is equipped to handle the credentialing needs of a larger healthcare organization, yet small enough to know our clients as individuals. We can assist you with meeting your required credentialing standards including those set forth by The Joint Commission, CMS and NCQA.

We provide a comprehensive service; from mailing the application to sending the complete file to the client. Our fees

are inclusive, no unexpected charges for verifications or when multiple requests are needed to obtain a document. There are no monthly volume requirements.

RWHC monitors file accuracy and turnaround time because we understand the importance of both for patient care and facility finances. File status is always accessible to you via our secure website. If you have a question, you can contact us by phone or email. All staff are knowledgeable about the credentialing process, so our responses are timely and helpful.

CONTACT:

Bonnie Laffey

blaffey@RWHC.com

Healthcare Safety Zone Portal

RWHC and Clarity Group, Inc., provide an integrated tool for your health care system occurrence reporting needs. This tool offers easy and efficient event reporting capabilities. While knowledge management and reporting features are key components of the tool, other features and services are also included. Some of these are the AHRQ Perception of Patient Safety survey which makes this culture of safety tool easy and timely to administer. The RWHC Patient

Safety listserve group, as well as virtual meetings and webinars, offer opportunities to share best practices, discuss changes, and question how others address difficult event reporting issues. Benchmark data is available for falls and other difficult-to-find data as needed.

CONTACT:

Janet Wagner

jwagner@RWHC.com





Available on Amazon.com and ACHE.org

Leadership Book Publication

The American College of Healthcare Executives' publishing arm, Health Administration Press (HAP), "**Lead the Way in 5 Minutes a Day: Sparking High Performance in Yourself and Your Team**" by Jo Anne Preston publishes in May, 2021. As RWHC Workforce and Organizational Development Senior Manager, Jo Anne Preston has written a monthly leadership newsletter since

2010 and these leadership topics have been compiled into this book. Geared towards new and experienced leaders in rural healthcare and beyond, this book is full of practical wisdom to guide leaders. It offers coaching tips, skill building practices, self-assessments, and reflections for a wide variety of topics that leaders face on a day-to-day basis.



Jo Anne Preston's wisdom has guided me for years and will likely shape my development for years to come. With so many leadership books to choose from, this one should be at the top of the list! Jo's sincere, thoughtful approach to healthcare leadership synthesizes complex, often overwhelming aspects of leading teams into an easy-to-consume and easy-to-implement format that will empower and encourage any leader, no matter where they are on their leadership journey.

- Angelina Salazar, CEO, Western Healthcare Alliance

Leadership Programs

To be a leader means to be a lifelong learner. RWHC's experiential workshops are created to equip rural health care supervisors, managers, directors and administration to lead their organizations to reach their goals. Consistently receiving the highest ratings from participants, "learning by doing" nudges allow even experienced leaders to hone their skills. All courses are created and taught by experienced facilitators who have extensive rural health care experience and are passionate about the success of their learners.

Numerous topics are offered throughout the year at RWHC and can be customized and brought onsite for your whole leadership team. As healthcare complexity continues to increase, topics of high interest include leading change and project management. Communication topics like conflict mediation, speaking skills and coaching others also remain as the top identified skill needs for effective leadership.

In addition to in-person workshops, our team offers one-on-one coaching,

webinars, and a monthly leadership newsletter with coaching tips for leading with effectiveness. Customized customer service education programs for all employees are also available.

CONTACT:

Cella Janisch-Hartline

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Erin Smital

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What customers are saying about our Leadership Programs...



With more than 35 years of leadership experience, one may think there is nothing new to learn. Not so. The Mindset Workshop was a great opportunity to look at my internal drivers and recognize when they are an asset and when they can be a saboteur. I really appreciated the insights and chance to continue to grow as a leader.

- Mary Beth, CEO, Black River Falls



I greatly enjoyed the Mindset Workshop that RWHC provided. It was eye-opening to identify "Gremlins" and how they influence our mindset. It has helped me to begin enjoying life more and also has helped my interactions with staff and patients at work. I would recommend the RWHC Mindset Workshop for anyone that wants to be a better "You" at work and home.

- Cara, Billing Specialist, Richland Center

Leadership Residency Program

Built on the successful Nurse Residency Program model, the year-long RWHC Leadership Residency Program brings together first year leaders in health care to increase—and expedite—the likelihood of success in the leadership role. New leaders in health care often come from the ranks—employees with good potential for leadership and management but with little training or support. The Leadership Residency Program targets priority skills that leaders need: leading change, coaching

a diverse team, transitioning from peer to leader role, working systematically, engaging employees, improving quality, reducing risk, managing projects and so much more.

Just a few of the outcomes of the program, as reflected by the participants' final evaluations, showed growth in confidence in their role, successful project results, and improved teamwork through their coaching skill development.

The residency is taught in six, two-day learning sessions and includes three phone coaching calls with course instructors and use of an email listserve for ongoing dialogue with classmates.

CONTACT:

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Jo Anne Preston

jpreston@RWHC.com

Erin Smital

esmital@RWHC.com

What customers are saying about our Leadership Residency Program...

“Thank you for all your hard work with the *Leadership Residency Program*, it has simply been career changing. When I entered my position as a manager, I had little guidance, and even though I was 3 years into my role when I started LR, I was floundering as a leader. LR not only showed me what being in leadership is supposed to be like, the instructors gave us tools to put ideas to work!! I am so thankful that my administration invested in me to refine my leadership skills and allowed me this time to work with RWHC!! So thankful for Jo, Cella, Erin and Corrie!

- Misty, M.S. RN, Lancaster

“I really appreciate the fine job you're all doing structuring the Zoom training. I REALLY struggle with online learning...I am a much bigger fan of in-person events, but you're doing a good job mixing things up and keeping us engaged. Thank you to you all!

- Anonymous

New in 2022: National Leadership Residency

In January, 2022, RWHC takes the Leadership Residency to a national healthcare audience. Building upon the successful adaptation to deliver this program in a virtual format, the door is open to share the value of this program beyond the state's borders. Our instructors have built a reputation of high regard from a history of working with our partners at the Western Healthcare Alliance (WHA - Colorado and surrounding states' rural hospital members), the National Cooperative of Health Networks Association, the National Rural Health Association, the National Rural Health Resource Center and more. These

partnerships have opened the opportunity to share what we have created to build the bench strength of healthcare leaders across the nation, particularly those newly promoted to leadership roles.

The National Leadership Residency will cover similar content as the Wisconsin class with a slightly different structure. It will include an all virtual, shorter and more frequent meeting schedule with some content pieces delivered in recorded modules to be viewed on the participant's own time.



Mystery Shopper Program

RWHC offers a **Mystery Shopper Program** for members that are willing to “mystery shop” one another’s facilities to assess and improve their customer service experience. RWHC monitors and assigns shoppers to ensure that anonymity is maintained and that any non-negotiables are identified for the hospital. There are three components to the program: a Live Shopper experience at the hospital, where a staff person from another member hospital arrives and meets with a staff member of the facility to learn more about their services; a Phone Shopper experience used to determine consistency of branding and staff interactions during phone calls at their hospital; and a Website Shopper experience

to evaluate the hospital’s website in terms of ease of navigation, consistency of branding, overall appearance, relevant/current information, etc. Each hospital participating in the shopping experience receives a summary of the findings.

Thirty-two members have participated from one to nine times over the last ten years. The next round will be announced in March and kicks off with an orientation session for the shoppers in May.

CONTACT:

Carrie Ballweg

cballweg@RWHC.com

What customers are saying about our Mystery Shopper Program...



This program is great to get a different perspective. It can also be used as a tool to train our team. There was a lot of good information provided for us to create action items and make improvements. It was nice to get honest, unbiased feedback so we can make changes.

- Anonymous

Hospital to Hospital (H2H)

Following futurist Leland Kaiser’s keynote at Wisconsin’s 2005 Annual Rural Health Conference, the RWHC Board grappled with one of Dr. Kaiser’s primary recommendations—that rural hospital leadership should routinely seek out and visit other hospitals in order to gain additional insight to enhance their organization’s performance. The Board’s discussion over several months led to the RWHC Hospital to Hospital (H2H) program, an annual member favorite ever since. All sessions are recorded and archived online for members not able to attend in-person.



Nurse Residency Program

RWHC Nurse Residency Program is a one-year program structured around monthly learning sessions where the new graduate is highly engaged in an interactive, reflective and enriched learning environment. The sessions are designed around an effective standard curriculum for the nurse who is often isolated on the unit or in the organization with minimal resources. Learning needs are identified by the participants on a monthly basis and are weaved into the content. Networking with peers who are going through the same challenges is a powerful experience for the new nurse. Small group breakout sessions are incorporated into each learning day and are facilitated with the action reflection practice model incorporating the accepted standards of care and practice. Each session of the curriculum is designed to work toward the program goals which include: choosing the kind of nurse they want to be, enhanced critical thinking and decision making, and transitioning to a competent, highly professional practitioner.

In 2020, we kicked off Year 17 of this program at RWHC. Our program has been so successful that we are required to run two cohorts per year—two sessions per month.

CONTACT:

Erin Smital

esmital@RWHC.com

What customers are saying about our Nurse Residency Program...

“RWHC’s Nurse Residency Program has positively impacted BRMH by assisting and supporting our new nurses to ease into the role of professional nursing. Building strength surrounding confidence and competence while developing resiliency has supported the working relationships of our new nurses with experienced physicians, providers and other healthcare workers. All in all, the impact of work readiness has been highly affected.

- Leah, Black River Falls

“Our organization has participated in RWHC’s Nurse Residency Program from the beginning. The program offers important education and support that we aren’t able to provide ourselves for the very small and sporadic number of new nurses we hire. Our Nurse Residency graduates are now leaders in our organization – involved in committees and councils, and precepting and coaching the next generation of nurses.

- Michelle, Dodgeville

“The nurses who participate in nurse residency are able to bring a host of tools to the table for their practice across the skillsets—improved, more objective communication with peers and other medical personnel; increased confidence in their evolving practice; a willingness to ask questions and integrate information into their practice; and a more settled emotional behavior set because they have the outlets to discuss situations with their clinical coach and the other nurse residents.

- Connie, Mauston

Orientation Portfolio Program

Working in collaboration with Hospital Educators and Human Resource Managers, RWHC has developed an online orientation program that can be used by students and agency staff in order to complete their training requirements. The **Orientation Portfolio Program** grew out of discussions occurring at the Human Resource and Education roundtables over growing concerns of managing both the practical aspects of orientation for these individuals and meeting all of the documentation requirements. Many human resource managers felt that this is their greatest vulnerability in The Joint Commission surveys.

The system is housed at our secure data center and only an internet connection is needed to gain access. Students are able to self-register and participating agencies enter their employees into the system, keeping the work for the hospital coordinator to a minimum. The facility coordinator can then monitor the activity and program completion, ensuring that

these tasks are completed before these individuals arrive onsite and to provide proof of compliance during surveys.

Another major advantage of this program is that basic/general orientation concepts need only be reviewed once by a student or agency personnel. Completion of this general information will be credited to each facility to which the individual is going. Facility-specific information can also be added onto our site so that the site-specific training can be completed as well. The information is provided via PowerPoint presentations and there is a quiz for each program in order to document a certain level of understanding.

An additional enhancement is the ability for uploading and tracking the documentation requirements for things such as vaccinations and licensing.

CONTACT:

Carrie Ballweg
cballweg@RWHC.com

Peer Review Services

RWHC Members and other rural hospitals are required to have a peer review process. This process may include criteria for external reviews. The RWHC **Peer Review Services** can provide external reviews for physician specialties most often associated with a rural practice. Recently added to the specialty areas is anesthesiology provided by CRNAs.

This service focuses on the quality of the healthcare delivery process from a system-specific or clinical aspect. It provides an effective and economical option for rural medical staffs and hospitals as they

evaluate the quality and appropriateness of patient care.

Experienced physicians actively practicing in a rural setting complete the reviews. Each reviewer has an active credentials file within the RWHC Credentials Verification Service which allows proper monitoring of their credentials. The specialty of the record to be reviewed is always matched to the specialty of the reviewer. All reviewers use a standard template for their reports and include a narrative if they deem it necessary to report their findings.

All submitted records are redacted by the requesting hospital to assure all facility, patient, and physician identities are protected. The reviewer is also assured of anonymity to maintain this service as a quality improvement opportunity.

Completed reports are available to the hospital contact person within four to six weeks of the receipt of records.

CONTACT:

Bonnie Laffey
blaffey@RWHC.com



Preceptor Training Program

The **Preceptor Training Program** started for nursing preceptors as a component of support to the Nurse Residency Program but has grown to be across the healthcare continuum. It is open to anyone interested in supporting new hires including *nursing, lab, pharmacy, therapies, radiology, nutrition, admissions, etc.* The successful preceptor model of pairing experienced healthcare professionals with new employees works to quickly bring classroom learning to real life competence no matter what area of expertise. Being skilled in one's technical role and being an able teacher are two different roles. This two-day program facilitates the teaching and mentoring skills necessary to engage new employees in a way that builds competence and confidence for both learner and preceptor. It provides opportunities for practice and feedback related to the essential skillset for preceptors through simulation learning and role-playing scenarios.

RWHC hosts this program at the RWHC Training Center, onsite at your location, and virtually for mixed healthcare groups. Bringing this program onsite for your organization is an excellent way to build a preceptor culture. When preceptors across the healthcare continuum can learn together, it jump starts a culture change in a way that increases retention. The onsite delivery of this Program continues to grow in popularity.

CONTACT:

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Jo Anne Preston

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Erin Smital

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What customers are saying about our Preceptor Training Program...



This Workshop has changed my whole perspective on precepting! I used to dread it because I felt unequipped to train new employees and felt like I was always letting them down. After completing this Workshop I feel I have not only learned how to be a better preceptor, but also to be a better coworker in general. I took so many notes and had a list of ideas to bring to my manager to improve our orientation process! Also, Cella and Jo Anne were so knowledgeable and helpful!

- **Jessica**, *ThedaCare*



This was some of the most rewarding on-the-job training that I have done. I was engaged the entire time and felt the need to keep wanting to learn more and more. I wished it was more than two days. I cannot wait to get back on the floor with my orientee and use all of the new skills I have learned.

- **Lindsey**, *ThedaCare*

Professional Roundtables

The opportunity to network with one's peers is one of the key advantages to membership in RWHC. RWHC offers 46 professional roundtables, representing a wide range of clinical and non-clinical disciplines—additional groups are considered on a regular basis.

Most of the roundtables meet 4-6 times per year, typically for 2-4 hours per meeting. The roundtables are an opportunity for members to discuss topical issues, exchange ideas and implement special projects. In fact, many of the programs and services that RWHC provides got their start via roundtables.

CONTACT:

All Roundtable Facilitators can be reached via: office@RWHC.com

Currently, RWHC facilitates the following Roundtable meetings:

- Accounting Manager
- Ambulatory Quality
- Anesthesia
- Care Coordination
- Chief Financial Officer
- Clinic Managers
- Clinical Documentation Improvement
- Coding
- Community Economic Development
- Community Relations
- Corporate Compliance Plan
- Diabetes Educator
- Education
- Environment of Care
- ER RN
- Ethics
- Executive Assistant
- Foundation Director
- Health Information
- Home Health
- Human Resources
- ICU RN
- Infection Prevention
- Information Technology
- Lab
- Med/Surg RN
- Medical Staff Coordinator
- Nurse Executive
- Nutrition Services
- OB RN
- Patient Access
- Patient Business Manager
- Patient Experience
- Perioperative RN
- Pharmacy
- Purchasing
- QI Coordinator
- Radiology
- Rehab Manager
- Respiratory Therapy
- Risk Management
- SANE
- Social Work
- Speech Pathology
- Utilization Review Coordinator
- Wound Care

What customers are saying about our Professional Roundtables...



I would not be able keep up with all of my responsibilities without the resources available from RWHC. The roundtables help me stay abreast of current issues and trends and the educational resources help push our organization to higher levels. I would highly recommend RWHC as a necessary resource for rural health care providers.

- Shelly, MASL, RN, Director of Quality/Compliance, Tomah

Quality Indicators Program

Whether the hospital is a PPS or Critical Access Hospital, the RWHC **Quality Indicators Program** helps clients from around the nation participate in clinical quality measures that meet regulatory and accreditation requirements, while making sense for their stakeholder's quality strategy. RWHC offers a secured, web-based environment for data collection and reporting. Our hosted software has built-in alerts and our timely transmission schedules allow clients to make any last minute changes and edits without a panic. We have developed clear, concise, at-a-

glance, and on-demand reports to clearly identify areas of strong performance as well as opportunities for improvement. Our friendly and knowledgeable help desk staff provide exceptional customer service.

CONTACT:

Janet Wagner

jwagner@RWHC.com



Reimbursement Credentialing Services

Many RWHC Members and other rural organizations submit professional fees for the services provided by their practitioners. This is a complex process as most rural organizations have 10 or more health plan contracts. Each health plan has its own requirements and process for enrolling new practitioners as health plan providers. In addition, practitioners must be enrolled as a Medicare and Medicaid provider with yet a different set of requirements and process.

The RWHC **Reimbursement Credentialing Services** can assist organizations with provider enrollment (and maintenance of enrollment) for each of their health plan contracts. To accomplish this, RWHC works with a contact at the organization and/or with the practitioner directly, along with identifying specific contacts and web links for each health plan, RWHC clarifies what each payer requires, completes the required screening and subsequent applications, and provides all necessary follow-up including confirmation of enrollment and the effective date.

A similar process is established for the recredentialing process, typically every three years that each health plan requires. This Service also includes establishing and maintaining the national CAQH application now required by most of the larger health plans. In addition, RWHC manages any demographic changes that may occur for each of the individual practitioners.

The RWHC Reimbursement Credentialing Services is limited to those organizations contracting for the RWHC Credentials Verification Service. This is to assure that RWHC has the current and accurate data to complete and maintain the provider enrollment process for each health plan.

The RWHC Reimbursement Credentialing Services has an initial enrollment fee for new practitioners that includes all tasks for provider enrollment and an annual subscription fee for established practitioners that provides the ongoing maintenance required by many plans (e.g., CAQH updates) and recredentialing requirements.

CONTACT:

Bonnie Laffey

blaffey@RWHC.com



RWHC Network & RWHC, LLC

The **RWHC Network** is a subsidiary of RWHC dedicated to payor-provider contracting. After considerable effort by RWHC in 1996, the U.S. Department of Justice issued a business advisory letter that allows collaboration in negotiating with health plans and other third-party payers. As a result of this business advisory letter, RWHC Network, Inc., was created in 1997. Membership in RWHC Network, Inc., is limited to RWHC Members.

The RWHC Network reviews payor contracts on behalf of RWHC Network

members and suggests revisions and negotiation strategies with regard to non-sensitive terms and posts these reviews on the member portal for use by individual hospitals in finalizing negotiations with a given payor. Depending on the circumstances, the reviews are handled by RWHC's Director of Health Plan Contracting coordinating any legal review with Quarles & Brady, LLP, as necessary. The RWHC Network will negotiate common non-sensitive terms with payers where appropriate, but the final negotiation of

financial and other facility specific terms of each contract rests with the individual member. The RWHC Network also provides education on managed care, clinical integration, antitrust parameters and other payor issues at regular RWHC Network meetings. The RWHC Network also provides a forum for discussion at meetings and through a RWHC Network listserve.

CONTACT:

Michael Ballinger

mballinger@RWHC.com

Technical Solutions

RWHC provides solutions for healthcare providers to comply with HIPAA and HITECH requirements, including data protection systems and email encryption.



Data Protection Systems

While many options are available for tape-based systems, the reliability and off-site storage requirements make this cumbersome and leave you wondering if you can actually recover the data you think you have backed up. RWHC has partnered with Unitrends and Arcserve to offer disk-to-disk systems with automated off-site vaulting to our secure data center. This is offered on a monthly subscription agreement and is sized appropriately to your needs. Alternatively, we also are a reseller for facilities that would prefer to purchase their own hardware.

Email Encryption Services

RWHC partners with ZixCorp to offer a facility-wide email encryption solution to protect facilities from the exposures of releasing Protected Health Information. This solution operates as a gateway service so that all outbound emails are scanned prior to being released. We are able to provide this on our hosted equipment or we can provide an individual gateway appliance to install locally.

CONTACT:

Darrell Statz

dstatz@RWHC.com

RWHC Information Technology Network (ITN) Services

Founded in 2007, the **RWHC Information Technology Network (ITN)** is a not-for-profit consortium that supports rural hospital technology projects. RWHC ITN Services include a fully hosted ONC-certified Medhost electronic health record environment, a Merge Picture Archive and Communications System (PACS), a Harris Enterprise Resource Planning (ERP) system, and related implementation and 24/7 helpdesk services provided by a staff of HIT professionals.

These systems are served from a dual data center environment that is highly redundant, with real-time data replication and layers of storage and backup protecting participant health information.

RWHC ITN is also a Healthcare Connect Fund (HCF) consortium through which over 20 rural hospitals receive subsidized broadband services. Whether consortium participants are connecting to the RWHC ITN's network or other locations,

such as remote clinics, the RWHC ITN HCF program serves its Members by competitively bidding for cost-effective telecommunication services, contracting with selected vendors, and then managing the USAC/HCF subsidy process that results in over 50% savings on participant-eligible telecommunications costs.

CONTACT:

Louis Wenzlow

lwenzlow@RWHC.com

2020- 2021 RWHC AWARD WINNERS

Annual Monato Rural Health Essay Prize

The Hermes Monato, Jr., Rural Health Essay Prize is awarded annually for the best rural health paper. It is open to all students of the University of Wisconsin (any campus) as well as those who will be recent graduates at the time of submission.

The 28th Annual \$2,500 Monato Rural Health Essay Prize was awarded to Brooke Resch, a recent graduate of the Wisconsin Academy of Rural Medicine for her essay, *Grandpa Needs Help*.

Rural Health Ambassador Award

RWHC has established the Rural Health Ambassador Award to recognize employees at member hospitals who have gone above the call of duty in promoting their respective organizations, and made significant contributions to rural health care in general.

Black River Memorial Hospital <i>Dan Henderson</i>	Mile Bluff Medical Center <i>Sherise Vaassen</i>
Cumberland Healthcare <i>Anita Tomczik, EMT</i>	Richland Hospital <i>Dr. Robert Smith, MD</i>
Door County Medical Center <i>Dr. James Heise, MD</i>	Southwest Health <i>Kerri Sue Stange, MPT</i>
Grant Regional Health Center <i>Angie Cohen</i>	SSM Health St. Clare Hospital <i>Nicole Faust</i>
Marshfield Medical Center Ladysmith <i>Dr. Katie Winiarczyk, MD</i>	Stoughton Health <i>Scott Blackledge</i>
	Upland Hills Health <i>Dr. Gordon Grieshaber, MD</i>
	Western Wisconsin Health <i>BreAnn Cook</i>

Wipfli-RWHC Cost Champions Award

The Wipfli-RWHC Cost Champions Award has been launched to "encourage and share implemented cost savings ideas suggested by a team or individual employed by a RWHC rural hospital."

First Place (\$1,500):

Amanda Reilly, Director of Quality Services, at Southwest Health for *"Introducing the Use of a Registered Nurse Flex Pool."*

Honorable Mention (\$500):

Ashley Thayer, PT, Director of Rehab Services, at Gundersen St. Joseph's Hospital and Clinics for *"Discontinuing the Use of Linen in Care of Rehab Patients."*

Honorable Mention (\$500):

Brian Swain, Accounting & Material Services Manager, at Stoughton Health for *"Eliminating the Use of Paper Statements for Credit Card Company."*

AFFILIATE PROGRAMS



Wisconsin Immunization Neighborhood (WIN)

In 2011, the Rural Wisconsin Health Cooperative invested in immunizations by launching the Southern Wisconsin Immunization Consortium (SWIC) to help address lower rural vaccination rates.

Over the course of 10 years, RWHC learned immunization rates are influenced by factors beyond a single county or area, so RWHC supported the transition from a regional coalition to a statewide organization, the **Wisconsin Immunization Neighborhood (WIN)** in 2021. RWHC continues to fund a liaison position to WIN to advocate for rural immunization advocacy and access.

WIN is a collaborative group of invested stakeholders who advocate to reduce barriers to vaccines, distribute accurate, science-based immunization information, and advocate evidence-based vaccine policy.

WIN is inclusive to all individuals, agencies, and organizations which support the mission to protect the health of Wisconsin residents by increasing immunization rates across the lifespan, promoting efficacy through dissemination of science-based information, and advocacy.

You can learn more about WIN at:
www.immunizewisconsin.com

CONTACT:

Tim Size

timsiz@RWHC.com





WCRGME

The Wisconsin Collaborative for Rural Graduate Medical Education (WCRGME) was developed to address the rural shortage of primary care physicians through the expansion and support of rural graduate medical education (GME). WCRGME began February 2012 as a joint partnership of RWHC, the Wisconsin Rural Physician Residency Assistance Program (WRPRAP), the University of Wisconsin Baraboo Rural Training Track (RTT) Residency Program, and several rural hospitals, clinics, and family medicine residency programs.

WCRGME provides the following support to rural hospitals and clinics, urban residencies with existing rural training, and residencies with interest in developing rural training:

- GME Technical Assistance
- Informational Meetings to Administration and Medical Staff
- Help with GME Funding Questions
- Accreditation and Grant Assistance
- Faculty & Education Coordinator Development Conferences

- Collaborative Marketing of Rural GME Opportunities at Regional & National Conferences
- Inclusion in its Statewide Rural GME Website & Directory

This year, WCRGME has continued to see growth in its membership which now includes over 60 rural hospitals, clinics, urban residencies with rural interest and tracks, and stakeholders who share the mission of expanding rural training. Among its 32 members who offer resident training, there are 63 rural rotation options statewide in the specialties of family medicine, obstetrics, psychiatry, general surgery, emergency medicine, pediatrics, orthopedics, and others. In Wisconsin, there are currently 24 rural training residency positions available in the specialties of family medicine, psychiatry, obstetrics, and surgery.

With continued growth and awareness in rural GME training opportunities, WCRGME launched new programs aimed to recruit medical students into

rural residency training. In addition to updating their website and using social media platforms, WCRGME worked with all four of Wisconsin's RTTs to create individual promotional videos which show interested applicants the hospital and clinic environments where they will be working as well as community highlights. WCRGME also created their own video which showcases rural training sites and shares background information about WCRGME and the services provided to programs, rotation sites, and learners. New programming that WCRGME offers for medical student recruitment into rural residency and pathways training programs includes:

- Pathways to Rural – a collaborative presentation developed with WI-AHEC, the WI-ORH, and WAFR for rurally-interested medical students
- Medicine: The Rural Point of View – virtual presentations given by residents and rural preceptors highlighting Wisconsin's rural training opportunities and unique medical cases seen at rural training sites

- Job Shadowing/Mentoring – medical students can be connected to a rural physician(s) directly through the job shadowing/ mentoring program which is available to all 1st and 2nd year UW and MCW students with an interest in rural medicine.

For the past several years, WCRGME, with the support of other stakeholders, was instrumental in developing the Wisconsin Northern & Central GME (WiNC GME) Consortium. WiNC is

supported by a group of health systems, both Wisconsin medical schools, and healthcare advocacy groups with interest in expanding GME training in northern Wisconsin. WiNC has a three-fold purpose: become a sponsoring institution, address strategic workforce development and GME growth, and offer collaborative recruitment and faculty development activities. In 2020, they met their first purpose successfully and received ACGME accreditation as a Sponsoring Institution for

residency programs. WCRGME continues to collaborate with WiNC to accomplish shared goals of expanding GME training throughout Wisconsin.

CONTACT:

Lori Rodefeld

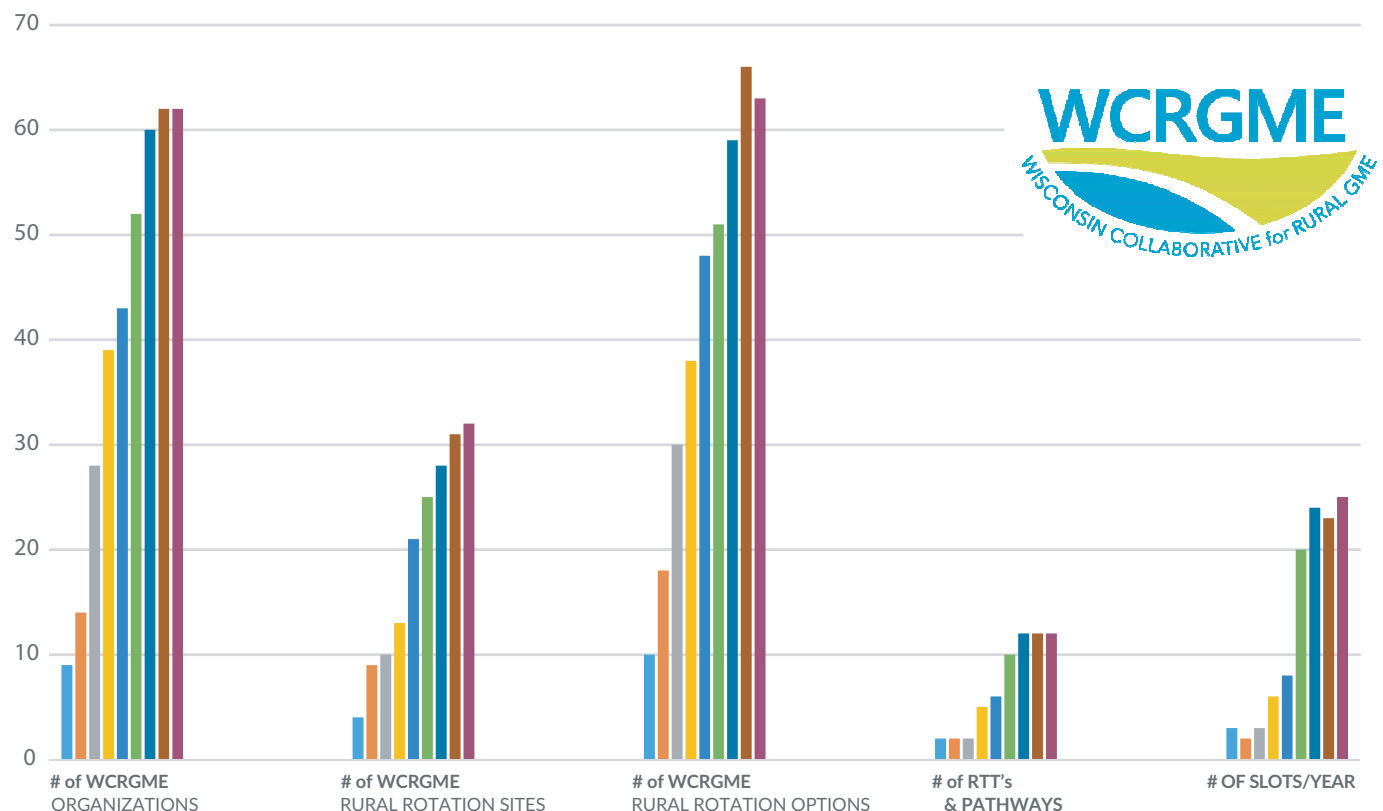
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Growth of WCRGME and Member Rural GME Opportunities

July 2012 - July 2020



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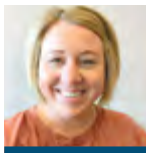
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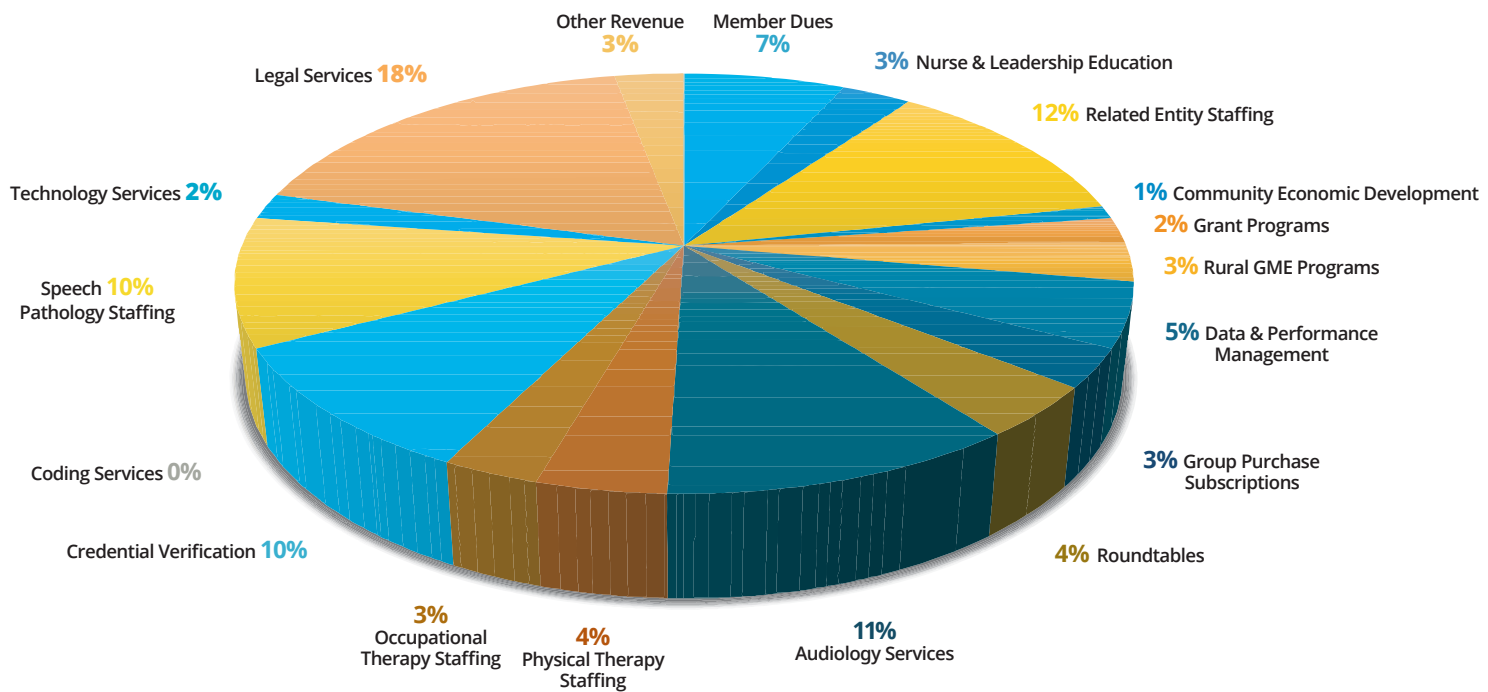
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RWHC BY THE NUMBERS

Revenue by Major Services

Fiscal Year Ending June 30, 2022

Total Budgeted Revenue - \$11,228,654



Revenue by Customer

Budgeted June 30, 2022

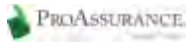
Member Services	60.9%
Non-Member Services	15.6%
Related Companies	12.7%
Member Dues	6.4%
Grants	4.2%
Affiliate Dues	0.2%

OUR CORPORATE MEMBERS

CORPORATE PARTNERS

 <p>BEAM Healthcare Specialty telemedicine services including but not limited to: hospitalist, cardiology, pulmonology, infectious disease, and endocrinology for hospital and clinic partners.</p>	 <p>LMC Insurance & Risk Management Employee Benefits and Retirement Services</p>	 <p>Quarles & Brady, LLP Legal Services</p>	 <p>Quartz Group and Individual Health Insurance</p>
 <p>von Briesen & Roper, s.c. von Briesen's Health Law Section provides comprehensive legal services to the health care industry as both general counsel and special project counsel.</p>			

CORPORATE SPONSORS

 <p>Access Physicians Access Physicians is a multi-specialty telemedicine physician group that is improving outcomes by increasing access to care through telemedicine to complement health facilities existing physician workforce.</p>	 <p>Delta Medical Systems Specializing in equipment sales and service for medical imaging.</p>	 <p>OS, Inc/ efficientC efficientC: A claims management technology platform that combines predictive analytics with its claim scrubber and clearinghouse to deliver a powerful denial prevention solution. OS, Inc: A full service accounts receivable management firm that provides outsourced hospital business office services.</p>	 <p>First Business Bank First Business is a full service financial institution that provides tax-exempt bond financing, HIPAA compliance lock box services, employee benefits, equipment leasing, plus many other banking services.</p>
 <p>MagMutual Insurance Company MagMutual is a leading provider of healthcare liability insurance, delivering comprehensive coverage for the practice, business and regulation of medicine to 30,000+ healthcare providers nationwide.</p>	 <p>Magnet Solutions We partner with healthcare providers to manage self-pay receivables as an extension of their business office to increase liquidation and reduce account aging. Our process improves patient satisfaction and reduces bad debt while being 501(r) compliant. We work within small communities to drive success while also building and maintaining brand loyalty.</p>	 <p>MDstewardship MDstewardship is a team of Infectious Disease Physicians and Clinical Pharmacists that provide comprehensive Infectious Disease support to health facilities of all sizes. The team is available 24/7 to help. Infectious Disease support to health facilities of all sizes. The team is available 24/7 to help.</p>	 <p>ProAssurance Insurance Product Placement, Risk Management, Compliance, and Audit Services for Wisconsin Hospitals</p>
 <p>Mobile Neurodiagnostics, LLC Electrodiagnostic Testing Services, Specializing in Nerve Conduction Studies & Electromyography</p>	 <p>Risk Administration Services We are more than an insurance provider, we are a proactive partner in preventing injuries.</p>	 <p>Wisconsin Association of Nurse Anesthetists As advanced practice nurses, we provide the full spectrum of anesthesia care in every setting.</p>	 <p>Wisconsin Statewide Health Information Network WISHIN is Wisconsin's designated entity for health information exchange (HIE). Our solutions support the flow of clinical data across the care continuum, enabling health care providers to make more informed treatment decisions, better coordinate a patient's care, reduce costs, and improve the quality of care delivered.</p>



STAY CONNECTED.

Subscribe to RWHC's free monthly e-newsletter by emailing office@RWHC.com with "subscribe" noted on the subject line or drop by www.RWHC.com and click on "News".



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