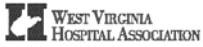




Birth of a Network  
Dec 2004-Feb 2005

- Network formed/operating agreement with WVHA
- Established annual operating budget and revenue plan
- Appointed Board of Trustees
- Elected Officers
- Established Operating Rules and Guidelines
- Established monthly meeting calendar



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Dec 2004-Feb 2005  
(cont)

Received First Funding!

- Rural Health Systems Grant From WV Health Care Authority to Fund Executive Director For Network for First 5 Years



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March 2005

- Network Director Hired
- Received Federal Rural Health Network Planning Grant-\$85,000



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### March-April 2005

- SWOT Analysis/Site Visits Completed for Each Member Hospital
- SWOT Results Analyzed and Strategic Planning Process Begins



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### May 2005

- Network Strategic Planning Meeting Convened
- SWOT Results Discussed
- Roles and Responsibilities of Each Party Reviewed and Agreed Upon
- New Mission Statement Adopted
- Initial Elements of Strategic Plan Agreed Upon



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### June 2005

- Strategic Plan Sent to Membership for Review and Discussion
- Presentation of Balanced Scorecard Approach from AMS and Stroudwater and Associates



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July 2005

- Approval of Network Strategic Plan with Areas of Concentration:
  - Performance Improvement via Balanced Scorecard
  - Networking- Listserv, Adoption of Allied Meetings
  - Financial Opportunities- Improve Efficiencies and Maximize Revenue Through Vendor Products and Services
  - Advocacy- Continue through the Hospital Association
  - Funding and Sustainability



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August 2005

- Federal Network Development Grant Submitted on Behalf of CAH Network

Sept 2005

- Signed Agreement for Balanced ScoreCard with AMS
- Established BSC Benchmarking Work Group



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Nov 2005

- Began Balanced Scorecard Readiness Assessments
- Received 2006 Benedum Foundation Grant For Transition Between Federal Network Grants



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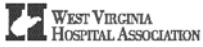
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**Jan/Feb. 2006**

- First BSC Benchmarking Group Meetings Occur
- CEO Training for Balanced Scorecard Begins

**March/April 2006**

- CEO Balanced Scorecard Training Continues
- 5 CAHs Agree to Serve as Train the Trainers for Balanced Scorecard



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**May/June 2006**

- CEO Balanced Scorecard Training Completed
- Network Receives 3-year \$540,000 Federal Network Development Grant (\$180,000/year) to Continue Performance Improvement Efforts (Balanced Scorecard, etc.)



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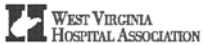
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**Sept/Oct 2006**

- First State-Wide CAH Balanced Scorecard Metrics Produced
- That was our start!



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### 5 Strategic Goals for the Network

- Performance Improvement
- Networking
- Financial Opportunities
- Advocacy
- Funding




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### Performance Improvement

- Standardized Peer Review
- Adoption of Best Practices
- Balanced Scorecard
  - Clinical
  - Financial
  - Operational




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### Networking

- Monthly, Converted to Quarterly CEO Meeting
- Balanced Scorecard and Best Practices Workshops
- Listserv
- Quarterly CFO, Nursing Executive, Patient Account Representative meetings




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### Financial Opportunities

- Objective, Any Programs That Reduced Cost for Our CAHs or Increased
- Executive Committee Reviews All Vendors, Determines if Presentation to Entire Group is in Order.



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### Advocacy

- Handled Through the WVHA Association to Avoid Confusion
- Work With AHA and NRHA



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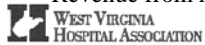
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### Funding

- Grant for the Network through the West Virginia Health Care Authority; which Funds the Network Director Position
- FLEX Grants Through the WV State Office of Rural Health to Fund Performance Improvement Projects
- Member Dues
- Revenue from Peer Review Services
- Revenue from Associated Membership



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### CAH Challenges

- Low Volume and Poor Cash Flow
- Capital Needs
- Provider Tax Issues
- Payment Issues
- RAC and Other Review Agencies
- Changing Rules.....




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### Plans

- Continue to Stress the Need for CAHs Both Clinically and Economically, at State and National Level.
- Continue to work at State and National Level with AHA, Care Coalition, NRHA and Other Interested Parties to Find Solutions to Medicaid/Medicare Cuts that do not Involve Additional Reductions in Payments to Hospitals.
- Continue to Work at National Level On Provide Tax Issue




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### Plans Continued

- Continue Performance Improvement Programs Such As Swing and Observation Bed Training, and Cost Reporting Training and Review.
- Continue Balanced Scorecard Measurement
- Continue to Offer Standardized Peer Review.
- Increase Networking Opportunities Within CAHs for Performance Improvement and Development of Best Practices.




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### Where We Are Today

- 16 out of 17 CAHs Network Members Participate in BSC Reporting
- Quarterly CAH CEO, CFO, DON, Business Office Representative and Patient Account Representatives Meetings
- Active CEO and CFO, Patient Account Listserv
- Sample CAH Policy and Procedure Manual
- Active Peer Review Service
- 8-10 Training Seminars Per Year



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### Contact Information

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