
RHPI Project 2009 Conference Speakers

Darlene D. Bainbridge, Chief Executive Officer

Darlene D. Bainbridge & Associates, Cuba, New York

Darlene Bainbridge is an accomplished healthcare executive with three decades of experience in the areas of healthcare quality, risk management, performance improvement and leadership. She served as CEO for one of the first Critical Access Hospitals on the east coast and has experience in various aspects of healthcare leadership. Darlene believes that the creation of strategically stronger futures for our healthcare organizations rests in developing healthier and more robust quality and performance improvement programs. Over the years, the industry has made a number of mistakes in its approach to quality. These errors have made many of our quality programs weak and turned them into negative experiences for those involved. In her work, Darlene has found that these weaknesses force healthcare organizations to struggle in the five critical outcomes of today's market: patient satisfaction that drives for patient loyalty, new patient acquisition, patient profitability, patient retention and market domination. Darlene believes that the future success for our healthcare organizations rests in greater simplification, integration and focus on outcomes through the development of stronger "Quality Continuums" and "Performance Pyramids".

Tommy Barnhart, CPA, Principal

Dixon Hughes PLLC, Winston Salem, North Carolina

Tommy Barnhart has over 35 years of experience in healthcare finance and operations, working with hospitals, long-term care providers, home health agencies, hospices, clinics and other healthcare entities. Tommy has a B.A. (Business Administration) from Bridgewater College. He has consulted on a wide variety of financial management and operational issues. Fellow in the Healthcare Financial Management Association. Tommy is a member of the American Institute of CPAs, the North Carolina Association of CPAs, and the Virginia Society of CPAs. In addition, he is an actively involved with the National Rural Health Association (NRHA), which he is member of Policy Congress, Board of Trustees, and Government Affairs Committee, and is the Chair of the Rural Health Clinic Constituency Group.

Greg Britt, Chief Executive Officer

J. Greg Britt, Consultant, Inc., Louisville, Kentucky

Greg earned a Bachelor of Science Degree in Accounting from the University of Louisville, and began his consulting practice specializing in hospital revenue cycle management in 1994 after a 20-year career with Humana / Columbia / HCA. Recent engagements include Critical Access Hospital renovation and/or replacement planning, review of Medicare cost reports and documentation of Medicare bad debt costs, hospital charge description master reviews, as well as billing and accounts receivable auditing. Prior experience include Director Receivables Management, Columbia/HCA, Inc., Director Finance, Florida Region, Humana, Inc., Associate Executive Director, Humana Medical Plan Florida, Inc. In addition, Greg works with the Kentucky State Office of Rural Health and the Rural Hospital Flexibility Program.

Mark Chustz, ABD, MSW, Administrator

Nelson Mandela School of Public Policy, Southern University, Baton Rouge, Louisiana Hospital CEO for 13 years

Mark is currently a Ph.D. candidate at the Nelson Mandela School of Public Policy at the Southern University and A&M College in Baton Rouge, Louisiana, and has worked in health care for over 20 years. The first 5 years Mark worked as a psychiatric social worker, which he practiced in both inpatient and outpatients settings. He has served as a hospital CEO for 13 years. Mark is a member of the National Rural Health Association Congress, and an alternate delegate to the American Hospital Association Region Seven Policy Board. In his capacity as a rural health advocate, Mark has published journal articles on hospital policy implementation, healthcare policy development and telemedicine implementation, and has presented at three national conferences. Mark's professional interests include governance, organizational performance improvement and rural healthcare policy.

**Barry S. Cochran, FACHE, Administrator
Fayette Medical Center, Fayette, Alabama**

Barry graduated High School at Cherokee County High in Centre, Alabama 1969, and received BS Pharmacy from Samford University 1974. Barry was previously employed by Baptist Health System in 1980- 2005 as CEO of Cherokee Baptist, DeKalb Baptist, and Cullman Medical Center. Since June 2006, he has been employed by DCH Healthsystem as Administrator of Fayette Medical Center in Fayette, Alabama. Barry served on the Chamber of Commerce Board at both Cherokee (President 1992-93) and Cullman Counties, and is a Honorary Lifetime member of Centre Rotary Club. Barry served on the Alabama Hospital Association board from 1993-2000, and was Chairman of the AHA from 1999-2000. In 2004, Barry was awarded Alabama Hospital Association's Gold Medal Excellence. Barry is a Fellow with American College of Healthcare Executives since 2003, and received Regents award 1999.

**Linda Deville, Chief Executive Officer
Bunkie General Hospital, Bunkie, Louisiana**

Linda F. Deville is a veteran hospital administrator with more than thirty three years of administrative and financial management experience in the healthcare field. She is currently the Chief Executive Officer of Bunkie General Hospital, a Critical Access Hospital in Bunkie, Louisiana. Ms. Deville is also president of Deville Consulting, Inc., a consulting firm specializing in rural health administration, financing, strategic planning, and grant writing. Prior to launching her consulting practice, Deville served as Chief Executive Officer of Ville Platte Medical Center, a 116-bed general medical and surgical hospital in Ville Platte, Louisiana. Prior to her CEO role there, she served as Chief Financial Officer for Ville Platte Medical Center and Marksville General Hospital. Deville Consulting, Inc.'s clients include a number of Louisiana-based healthcare facilities and associations. Her private practice serves such clients as the North Louisiana Regional Alliance, Federally Qualified Health Centers (FQHC), small rural hospitals, and rural health networks. Deville has also served as the Regional Delta Coordinator, Better Health for the Delta, a ten-parish network in Northeast Louisiana. Deville received a BS degree from the University of Southwestern Louisiana in 1976. She was named Louisiana Rural Health Professional of the Year in 1996 and 2008.

**Cynthia R. DuPree, CPA, CCS, FHFMA, Partner
Draffin & Tucker, LLP, Albany, Georgia**

Cynthia R. DuPree, CPA, FHFMA, CCS is a Partner with Draffin & Tucker, LLP in Albany, Georgia. She serves as Director of Consulting and Compliance Services for the firm. Cindy is a Certified Public Accountant and a Certified Coding Specialist and is a frequent speaker to health care organizations. She has recently completed a fiscal analysis of the Georgia Critical Access Hospitals. This study was financed through the Medicare Rural Hospital Flexibility Grant program. Prior to joining Draffin & Tucker, Cindy served as Director of Financial Analysis and Vice-President of Budget and Reimbursement for two large hospital systems. She is an active member of the Georgia HFMA, where she has served as a board member, chapter officer and has earned fellowship status.

**Walter F. Edwards, CCHE
Medical Accounts Receivable Systems, Paducah, Kentucky**

Walter F. Edwards, founder and principal, has extensive hands on experience in the hospital, physician group and MSO setting. Mr. Edwards has spent much of his career applying practical solutions to real life situations enabling hospitals, physicians, IPAs, MSOs and others, to take charge of their rapidly changing environment. His twenty-five year career includes positions as MSO and IPA chief executive and medical group administrator. In 1995, Mr. Edwards returned home to Paducah, Kentucky to join a privately held healthcare revenue cycle management firm operated by his family. Shortly thereafter, under the corporate umbrella of the family business, he created the MARS EBO Group. With four regional offices located in Kentucky and Tennessee and 200 staff members, MARS provides consulting and related revenue cycle management services for some 2500 hospitals and physicians across the nation. Mr. Edward's received his Bachelor of Science in Psychology and his Masters of Business Administration from Thomas More College. He is an active member of numerous professional organizations including HFMA and HBMA. He has published 67 trade related articles and is the author of, "20/20 Vision in the Physician Practice".

**Charlotte Englund, Chief Executive Officer
dba, The Solutions Group, Brookhaven, Mississippi**

Charlotte Englund, a graduate of the University of Texas at Austin, serves as CEO of The Solutions Group, specialists in health care training and business development. Working with independent hospitals, clinics and health care systems, the Englund team reinforces that people are the most important tool in the marketing arsenal of today's competitive health care environment. Employee skill development, renewed energy and teamwork can jump start an organization in today's battle for resources of all kinds. Then, with these tools honed, a focused community engagement process will produce meaningful, measurable results. The Englund Group emphasizes this is a process versus a project. Approached properly, it will yield exceptional business and human resource results in the best interests of community hospitals, clinics and health care systems. Charlotte Englund brings 35 years of proven experience to the organization, serving over 500 hospitals and clinics throughout 38 states.

**Bob Garrison, Chief Executive Officer
Ripley County Memorial Hospital, Doniphan, Missouri**

Bob Garrison not only has extensive formal education in hospital administration, but he has a quality often hard to find in hospital administrators, an earnest love for living, working and being an active part of smaller communities. Bob received his Bachelor's Degree in Business Administration from Virginia Tech in 1973, and his MHA from the Medical College of Virginia in 1976. Before accepting his current CEO position in Doniphan, Missouri, his service to small rural hospitals and clinics has included Kentucky, Alabama, Colorado, and most recently Kansas. Being active in a variety of professional organizations is important to Bob. He has served on the Boards of numerous healthcare and community associations, and most recently as Chair of the Kansas Hospital Association Council on Education, and "Most Valuable Player" of the Kansas Hospital Association Political Action Committee.

**Scott W. Goodspeed, DHA, FACHE, Principal
Performance Management Institute, Portland, Maine**

Scott W. Goodspeed has been President and CEO of four hospitals in three states. He has deep industry experience and a national reputation in governance. He is a nationally recognized speaker who has authored and delivered over 100 presentations to various professional associations and healthcare organizations on topics such as strategic planning, health industry trends, 21st century governance, and the Balanced Scorecard. Scott's most recent book is titled *Community Stewardship: Applying the Five Principles of Contemporary Governance*, published by American Hospital Publishing. He has recently written two articles on the Balanced Scorecard and is finishing a book with the working title: *Implementing the Balanced Scorecard in Hospitals and Healthcare Organizations*. Scott is a member of the University of Minnesota Alumni Association and a Senior Fellow of the American Leadership Forum, where he was selected to participate in the 1997 Fellowship. Scott has served as a member of the Massachusetts Hospital Association and the New Hampshire Hospital Association Board of Trustees. He has served on over 20 Boards of Directors.

**Sally Harrison, Chief Executive Officer
Rural Health Strategies, Edwards, Mississippi**

Sally is a nursing graduate from the University of Southern Mississippi, and she has more than 25 years of experience as a health care professional in clinical, administrative and consulting positions. Sally is principle in Rural Health Strategies, a consulting firm, which provides reimbursement, financial, coding, clinical consulting and operational process improvement to rural health clinics and hospitals. Previously, Sally was Director of Practice Management for the Center of Rural Health with Mississippi Hospital Association. Rural Health Strategies works with rural hospitals across the nation understanding each has unique leadership/financial/community challenges. Sally believes developing processes that cross departmental barriers, educating each department in reimbursement/leadership from the perspective of the overall hospital to department specific reimbursement issues is at the heart of working with each hospital. A key component of each engagement is solidifying the processes with accountability tools. As reimbursement regulatory requirements become more challenging each year, Rural Health Strategies provides consultants to develop and implement strategies working with their clients in a cost effective manner that produces hospital practices that are compliant with regulatory requirements and comprehensive insuring capture of all legally entitled reimbursement.

**Robert J. (Bob) Humphrey, Chief Executive Officer
Evergreen Medical Center, Evergreen, Alabama**

Robert J. (Bob) Humphrey is an executive manager with extensive experience in managing and administering health services organizations. He has strong operational and public relations skills with the ability to work within complex organizations. Bob is currently the administrator for Evergreen Medical Center in Evergreen, Alabama. He previously was CEO for fourteen (14) years at Lanier Health Services in Valley, AL., and served in various administrative capacities at Riverview Regional Medical Center in Gadsden, AL., Dale County Hospital in Ozark, AL., Baptist Medical Center in Montgomery, AL., Northeast Alabama Regional Medical Center in Anniston, AL., Alton Ochsner Medical Institutes in New Orleans, LA., and the University of Alabama Hospitals in Birmingham, AL. Bob received his BS from Auburn University and his Masters from the University of Alabama at Birmingham. Bob is a member of numerous professional associations, community and civic organizations.

**Paula Lang, Chief Executive Officer
Patients Choice Medical Center of Humphreys County, Belzoni, Mississippi**

Paula is a nursing graduate from Delta State University. Over the past 9 years she has worked in all clinical areas in rural hospitals and home health. Paula is a new hospital administrator coming to the position with a fresh look at hospital processes. Because of Paula's previous positions at PCMC she possesses an intimate knowledge of the patients, hospital and community's needs. Her leadership goal is to create a culture that benefits patients, employees and the hospital with the end result being PCMC as the provider and employer of choice.

**Michael G. Layfield, Chief Executive Officer
Drew Memorial Hospital, Monticello, Arkansas**

Michael Layfield has over 30 years experience in the Health Care Industry of progressive accomplishment, as Regional Vice President, Regional Director, CEO and CFO of both investor owned and not-for-profit hospitals ranging in size from 50 beds to 1,100 bed facilities. He has developed, implemented, and lead many major master site plan strategies which were; innovative, visionary, and aligned hospital, physician and community interests crucial to delivering high quality care, improving organizational performance, financial health and long term growth.

**Clinton MacKinney, MD, MS, Senior Consultant
Stroudwater Associates, Portland, Maine**

Clint has worked in health care for over 25 years – the first 14 years as a rural family physician, practicing the full scope of family medicine. He has both owned a private practice and worked with a large healthcare system. Prior to joining Stroudwater Associates, Clint worked as Medical Director for a globally-capitated primary care group with 210 employees and a \$50 million budget. Currently, Clint works as a full-time Emergency Department physician in rural Minnesota.

Clint is a member of the Rural Policy Research Institute Health Panel and has served on national committees for the Institute of Medicine, the Department of Health and Human Services, the American Academy of Family Physicians, and the American Medical Association. In his capacity as a rural health advocate, Clint writes and presents nationally. Clint's professional interests include patient safety and quality improvement, organizational performance improvement, physician and administration relationships, rural health policy, and population-based healthcare. Clint graduated from the Medical College of Ohio in 1982 and completed a family practice residency with the Mayo Clinic health care system in 1985. He maintains Family Practice Board certification and a Certificate of Added Qualifications in Geriatrics. In 1998, Clint completed his Master's Degree in Administrative Medicine from the University of Wisconsin.

**Richard W. Manning, Chief Executive Officer
Montfort Jones Memorial Hospital, Kosciusko, Mississippi**

Richard Warren Manning was born September 29, 1948, in Indianola, Mississippi. He graduated from Delta State College in Cleveland, Mississippi in 1970 with a Bachelor of Business Administration degree. He was enlisted in the United States Air Force from 1971-1973 and the Air National Guard from 1973-1976. Since 1973, he has been responsible for the administrative management of several hospitals in the State of Mississippi. During his time at Tri-Lakes Medical Center (formerly South Panola Community Hospital), in Batesville, Mississippi, his accomplishments included the planning and construction of a \$27M replacement facility and the recruitment of six physicians including OB/GYN and Pediatrics to re-open an OB department closed since 1991. He has been the Administrator of Montfort Jones Memorial Hospital, Kosciusko, Mississippi, since September 2004. He is married with three children and four grandchildren.

**Wes Murray, Chief Executive Officer
Texas County Memorial Hospital, Houston, Missouri**

Wes Murray is CEO at Texas County Memorial Hospital, a 66-bed sole community provider in Houston, MO. Mr. Murray began his position in January of 2003. He works with the board of trustees, community members and hospital staff in developing and driving the strategic plan of the hospital. As hospital CEO, Wes has received honors such as throwing out the first pitch at a Springfield Cardinals baseball game and the Missouri Hospital Association's "Visionary Leadership" Award. In his six years at TCMH, Wes has led the Administrative team, Medical Staff and Department Directors in a cultural change that has positively impacted the bottom line, assisted in the growth of hospital services while helping every employee realize that each day they play a role in meeting the mission of the hospital in the jobs they do. And every day, Murray tries to have fun at work, and he encourages those around him to do the same. From 1996 to 2002, Mr. Murray was Executive Director of Health First Network, Inc. in Poplar, Bluff, Missouri, and prior to that, he worked in the pharmaceutical industry. Mr. Murray has a BA in Accounting and Business Management from Lyon College in Batesville, Arkansas.

**Stephen C. Nyquist, M.Div., Principal, Co-founder
Salient Health Ventures, Cullman, Alabama**

Mr. Steve Nyquist is a healthcare speaker, teacher and author on the topic of Relational Excellence. He is the co-founder and Principal, with his partner (Jay Weatherly), of Salient Health Ventures, an Alabama-based healthcare consulting company. Steve was born in Los Angeles (CA), lived for several years in Atlanta (GA), and spent his teen years in Europe as an MK (missions kid). Returning to the United States for college, Steve graduated from Vanderbilt University in Nashville (TN) with a B.A. in Political Science. He began his business career as a Sales Representative with the Proctor & Gamble Dist. Company in Greensboro (NC). He moved to Chicago (IL) to earn a Master of Divinity degree from Trinity Evangelical Divinity School in 1990, followed by five years of pastoring and teaching in Cullman, Alabama. Prior to co-founding Salient Health Ventures in 2004, Steve worked for CashRetriever Systems, Inc. (CSI), a national Revenue Cycle software development and services healthcare company. He left CSI as Vice President of Business Development. Steve and his wife, Kristi, have four children; James (21), John (20), Cooper (17) and Katherine (16).

Joseph P. Pyatek, AIA NCARB
Pyatek Architect, LLC, Manchester, Missouri

Joe Pyatek's career spans 37 years and his architectural service to the healthcare industry encompasses 30 continuous years of pre-design, design, production and construction administration work. His project experience has spanned from coast to coast, including Alaska and Hawaii, with over 200 projects, which have included hospitals, free standing ambulatory surgery centers, imaging centers, physician office buildings and skilled nursing facilities. Hospital experience ranges from large, urban medical centers down to small, rural CAHs providing solutions to both expand and replace facilities. These services have been provided within the context of design-build, construction management alliances and traditional design-bid-build. His design work has recently helped small hospitals in Iowa, Illinois and Missouri find cost effective, creative solutions to challenges encountered when adding new services, improving staff efficiencies and enhancing patient experiences all within limited budgets. He teams with a broad range of consultants to provide comprehensive services to hospital clients encompassing strategic planning, philanthropy and fund raising, facility infrastructure condition assessment, equipment planning, financing, Medicare cost reimbursement analysis, architectural and engineering design and construction management. Joe speaks regularly at industry conferences including the Iowa Society for Healthcare Engineers, Illinois CAH Network and Healthcare Building Expo, and sits on the editorial advisory board for "Healthcare Building Ideas" magazine.

Michael Ricard, Senior Director
PMC Healthcare, PMC Corporation, Dearborn, Michigan

Michael has worked in many companies with the healthcare industry and is a recognized leader in Lean Process Improvement. He is one of the country's leading experts on the Toyota Production System, also known as Lean Thinking. Mike's lean experience began in Japan over 20 years ago, where he began studying Toyota's production and organizational techniques under his father, Leonard Ricard. Mike's healthcare industry and insurance Lean System Implementation started using GM's "PICOS" methodologies. He has worked with such globally recognized institutions as Mayo Clinic, Memorial Sloan-Kettering Cancer Center, Cleveland Clinic, Johns Hopkins Hospital, William Beaumont Hospital, University of Michigan Hospital, United States Department of Health and Human Services, Sparrow Hospital, Hurley Hospital, Detroit Medical Center, McLaren Hospital, Karmanos Cancer Center, MetLife, BCBS of Michigan, BCBS of New York, Health Alliance Plan, and Health Plus. PMC's healthcare consulting service provides lean system implementation, six sigma analyses, software consulting, forecasting, data mining, call center optimization, scheduling, simulation etc. PMC has been working with healthcare and insurance companies for over a decade

Robert E. Schile, CPA, Principal
LarsonAllen LLP, Minneapolis, Minnesota

Robert Schile is a Principal with the health care group of LarsonAllen specializing in hospital and health system services consisting of Audit, Tax, Internal Audit/Enterprise Risk Management and Reimbursement Advisory. Rob serves as the primary advisor for health care clients across the country, and serves as the Health Care Group's Leader for Reimbursement and Internal Audit Services. Robert has 19 years of experience serving community hospitals, health systems, critical access hospitals, health care foundations, long-term care facilities and medical group practices. Rob has issued hundreds of audits reports and routinely supervises and conducts assurance and consulting engagements for healthcare organizations nationwide. He has also extensive experience with Medicare and Medicaid reimbursement, and has provided numerous financial consulting services to a variety of health care organizations, including financial models, forecasts, budget preparation, reimbursement analyses, internal audit/risk management, operational and process improvement, and service integration studies. He has prepared various cost accounting studies, process of care improvement studies and has extensive experience with decision support systems. A portion of Rob's 19 years of experience was spent as a Financial Analyst for the Internal Medicine Specialty Group at the Mayo Clinic in Rochester, MN.

**Eric Shell, MBA, CPA, Principal
Stroudwater Associates, Portland, Maine**

Mr. Shell has over 18 years of experience in healthcare financial management and consulting. Since joining the firm in October 1997, his areas of responsibility have been assisting rural hospitals, rural health clinics, and physician group practices improve financial and operational performance, performing feasibility studies for rural hospitals considering Critical Access Hospital (CAH) status, and developing strategic and operational plans for rural hospitals. Eric is often a featured speaker at state hospital association, state office of rural health, and rural health association conferences on CAH financial and reimbursement issues and rural hospital performance improvement. He has worked with the Department of Housing and Urban Development to implement a financing vehicle that enables rural hospitals access to capital markets and assisted in the development of a national program for rural hospital performance improvement and performance measurement, as well as a new clinic designation that would enable frontier clinics to treat patients that require extended stays. Eric was recently elected to the National Rural Health Association's Rural Health Policy Board.

**Brock A. Slabach, MPH, FACHE
Senior Vice-President for NRHA Member Services, Kansas City, Missouri**

Brock Slabach currently serves as the Senior Vice-President of Member Services for the National Rural Health Association (NRHA), a membership organization with over 18,000 members nationwide. Mr. Slabach has over 22 years of experience in the administration of rural hospitals. From 1987 through 2007, he was the administrator of the Field Memorial Community Hospital in Centreville, Mississippi. His experiences have led him to be a member of the NRHA Board of Trustees (2004-2007), Member of AHA's Regional Policy Board (RPB) for Region 4 (2004-2007), Chair of the NRHA Hospital and Health Systems Constituency Group (2004-2007), Chair, National Rural Health Policy Issues Group for HHS's Office of Rural Health Policy (ORHP) (2006-2007) and the President of the Delta Rural Health Network (2004). He earned his Bachelor of Science from Oklahoma Baptist University and his Master of Public Health in Health Administration from the University of Oklahoma.

**Daryl Weaver, Chief Executive Officer
King's Daughters Hospital, Yazoo City, Mississippi**

Mr. Weaver serves as CEO for Kings Daughter Hospital in Yazoo City, MS. With over 23 years of healthcare Sr. management experience, Weaver holds a B.S. degree from Samford University and an M.S. in Hospital and Health Services Administration from the University of Alabama at Birmingham. A frequent speaker at regional and national conferences, Daryl is passionate about bringing value to rural hospitals through reengineering and process improvement.

**Terry West, MBA, Senior Scientist
The Lewin Group, Falls Church, Virginia**

Terry West, MBA, is a Senior Scientist in the Lewin Group's Health Care Policy Practice. He has an extensive background in health system strategic and financial planning, healthcare financing and program evaluation. Mr. West has over 20 years of experience in health system strategic planning, healthcare financing and program and policy evaluation. During his ten years at Lewin, he has managed many projects requiring experience and expertise in these domains, with a particular focus on safety-net issues. Examples of relevant experience includes: 1) directing an engagement to develop credible options to reduce inappropriate ED use and fragmentation of care to the indigent in Harris County, Texas; 2) directing development of a strategic plan maintaining access to care for vulnerable populations and strengthening service delivery and financing systems for safety-net providers in Montgomery County, Ohio; and 3) analyzing the financial performance of the New York City Health and Hospitals Corporation's ambulatory care service network to inform development of strategies to optimize revenue and better manage operating costs. Prior to joining Lewin, Mr. West was Assistant Vice-President of Strategic Planning at the New York City Health and Hospitals Corporation (HHC). His responsibilities there included coordinating and spearheading initiatives and analyses to support key corporate strategic goals and objectives, including restructuring the financial relationship between HHC and the NYC municipal government, updating the corporate strategic plan and assessing corporate readiness for citywide implementation of Medicaid managed care. Mr. West received his MBA from Bernard Baruch College.