New Leadership in Juneau: Welcome Bartlett & Wildflower Court CEOs

Juneau’s healthcare community has new leadership at the helm of Bartlett Regional Hospital and Wildflower Court. Ruth Johnson has taken the reins as CEO at Wildflower Court and Christine Harff is Bartlett Regional Hospital’s new CEO.

While both leaders are anchored in the business of building relationships to navigate the labyrinth of hospital and nursing home administration, their paths to their current positions are varied and rich with decades of experience.

Harff recently moved to Juneau from Minnesota where she was a game-changer in her prior position. Along with developing a vision and strategic plan for Sanford Medical Center, a $100 million integrated health care system; Harff executed a financial strategy that improved the organization’s fiscal performance from operating at a deficit for 15 years to generating a 10-13% profit.

“They are now building a new facility,” said Harff from the office she’s inhabited at Bartlett for the past six weeks. “The design of that project was fun but after 12 years it was a good time to change. I think every leader has their strength and weaknesses and it’s good for an organization to change leadership after a period of time to bring in new ideas.”

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State of Alaska to Study the Cost of 2014 Medicaid Expansion

The cost of the Medicaid expansion in Alaska will be laid out by a contractor, according to a $100,000 solicitation issued by the Department of Health and Social Services this week. DHSS plans to complete the cost estimate of the 2014 Expansion by December of this year.

The Supreme Court ruling this summer resulted in the Medicaid expansion moving from a mandate to an option upon which each state must agree. Governor Parnell is requesting more information prior to making a decision on the matter.

DHSS plans to get the contractor on board by the end of October. The study will gather information on the demographics of the new population, their utilization profiles, age and health status. The report also seeks to document the cost of administering the large expansion and focuses on the programs and savings the State could make if the expansion covers thousands of individuals between the ages of 21-65.

DHSS has issued earlier estimates that the expansion could cover about 33,000 people but some studies peg the number much higher.

The report will estimate the so called “woodwork” population—those that are already eligible but have not already signed up for services and will try to estimate the cost of “those presumed to take steps to reduce their income to become eligible” as well. An earlier study done for DHSS by Lewis and Ellis also estimated the number of Medicaid recipients who would exit the program to join an exchange. Hopefully, those numbers will be factored in.

ASHNHA will be following the work of the contractor and will participate in any stakeholder discussions.

ASHNHA Board Votes Overwhelmingly to Support the Medicaid Expansion

In recent polling of the ASHNHA Board, 100% of members voting expressed very strong or strong support of the expansion of Medicaid in Alaska in 2014. Members continued to express this strong support even in the face of gubernatorial or state policy-maker opposition.

In August, the ASHNHA Executive Committee passed a resolution of support for the expansion and will be sharing that document and other information with key stakeholders throughout the Fall and 2013 Legislative session.

2012 ASHNHA Annual Conference Saw Record Attendance

Feedback positive for Annual meeting

Approximately 150 people gathered for the ASHNHA annual meeting - matching or slightly exceeding the record set in Ketchikan last year.

ASHNHA staff and leadership are still basking in the glow of the feedback on the meeting. Eighty percent of conference attendees rated the annual conference excellent or very good in a post conference survey. All the guest speakers received a majority of positive feedback—with respondents giving Dr. Clint Mackinney and Don Harrison the highest ratings.
There were very strong positive ratings for the closing panel on Friday—*Overall Perspectives on Health Care in Alaska*, moderated by Mike Powers with 79% of the respondents rating the questions and answers as very stimulating and helpful.

The activity judged most valuable by members however was networking with peers. We will keep that in mind when we plan future meetings. The written comments let us know that smaller break out meetings were valued as well as the banquet and welcoming reception.

Things we could do better? Some members felt we didn’t spend enough time networking and that some sessions were too long. Sound was a big problem and as well as a few other atmospherics. An important comment came from a first time attendee—that it was a little tough to “break the ice” with a group that knows each other so well. Vendors also appreciate members and staff who stop by their booths.

Finally, 92 percent of you are very satisfied or satisfied with the service you receive from ASHNHA staff and Board leadership. Thank you all for attending and providing feedback. To watch some of the videotaped sessions, including PowerPoint, go to [www.ashnha.com](http://www.ashnha.com) or [click here](http://www.ashnha.com).

**Annual Banquet and PAC Auction a Success!**

Bruce Lamoureux and Mike Powers bid to pick who would perform a bluegrass dance with Charlie Franz. Lamoureux won with a $650 bid and put Powers on the stage.

Thank you Charlie Franz for your talents as an Administrator, Auctioneer, & Dancer!

Ellen Ganley, Owner of Information Insights and ASHNHA Associate Member, generously donated an Instant Insight session to raise funds for ASHNHA’s 60th Anniversary Fund. Here she reviews the agenda.

Dr. Andy Mayo and his wife enjoying the Banquet and PAC Auction.
November Meeting is Post Election Debrief

The Health Care Industry has a lot riding on this November’s election. ASHNHA’s November Board meeting is scheduled from 8:30 am to 3:30 pm at Alaska Regional Hospital on November 8. It is strategically timed for right after the election. We should know who is President and which parties control the Congress and the State Legislature. Your goal will be to set our Legislative priorities.

Senator Lisa Murkowski is tentatively scheduled to visit with the Board, and we will hear from top Alaska lobbyists about the likely make up of the Alaska Legislature and the issues that will dominate the upcoming legislative session. Senior Program Director of Government Relations, Jason Bezozo, will also be joining us to discuss Medicaid and the Banner experience in Arizona.

On the evening of November 7, the Executive Committee will have a business meeting at 5:00 pm and dinner at 6:15 pm with veteran journalist Tim Bradner. Any Board member who would like to attend the dinner portion of the meeting, please let Karen know.

Our Winter meeting in Juneau is scheduled for February 18-19.

On to Nome

Alaska Regional Hospital will host next year’s annual meeting in Nome in conjunction with Norton Sound Regional Health Corporation! We are already making preparations to head north in September 2013. It will be a great opportunity to experience this culture-rich town.

2012-2013 ASHNHA Board of Directors

The third annual ASHNHA Board photo is up on the website. We almost have enough women to fill the front row!
Charity Drawing Winners
As part of the annual meeting theme, “Giving Back: United to Serve Our Communities” ASHNHA members entered their favorite community charity in a drawing. Here are the winners:

<table>
<thead>
<tr>
<th>Donation</th>
<th>Conference Participant</th>
<th>Charity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>$500</td>
<td>Lanetta Lundberg</td>
<td>First City Council On Cancer</td>
<td>Ketchikan</td>
</tr>
<tr>
<td>$500</td>
<td>Denise Smith</td>
<td>TBA Theatre Inc</td>
<td>Anchorage</td>
</tr>
<tr>
<td>$1,000</td>
<td>Rick Davis</td>
<td>Hospice of the Central Peninsula</td>
<td>Soldotna</td>
</tr>
<tr>
<td>$1,000</td>
<td>Ruth Johnson</td>
<td>Cancer Connection</td>
<td>Juneau</td>
</tr>
<tr>
<td>$2,000</td>
<td>Karen Pendle</td>
<td>Pioneer Home Foundation</td>
<td>Fairbanks</td>
</tr>
</tbody>
</table>

Ruth Johnson, Wildflower Court CEO, presents a $1,000 check to Nicole Hallinstad from Cancer Connection
Vickie Wilson, CEO Fairbanks Pioneer Home, and Elrita Magoffin, Foundation President, accept a $2,000 check for the Fairbanks Pioneer Home

Annie Holt, new Board Chair, and Bruce Lamoureux, outgoing Board Chair, performing their leadership duties as they draw the winners at the Annual Banquet.

Call Me Maybe – Alaskan Hunter Version Featuring Hospital CFO
Jim Lynch, CFO at Fairbanks Memorial Hospital/Denali Center, participated in creating Alaska’s hottest new viral music video! From the Olympic Swim Team to high school students across the country, many have lip synced to this song, but not quite like this.

Jim says it was amazing making a music video with a bunch of 30-50 year olds.

We loved the video, but Jim don’t quit your day job.

Check it out here:
http://youtu.be/cclgW0HJByg

Call Me Maybe – Alaskan Hunter Version Featuring Hospital CFO

Record Job Growth for Alaska Health Care: but Medicare Cuts may Jeopardize that Trend
The Alaska Department of Labor published their biennial industry growth outlook last week and health care continued to outpace all other Alaska industries. However, job growth may be impacted by federal actions to reduce health care spending in Medicare and other payment sources.

Health care practitioners and support occupations are projected to grow by a whopping 27.4% and 30.9% respectively (See Chart 2: Health Care Jobs to Lead Overall Growth). The Alaska Department of Labor and Workforce Development estimates that 47 of the 50 highest-growth occupations are health care related. http://labor.state.ak.us/trends/oct12.pdf
Demographics or the aging of Alaska’s population is expected to mainly fuel the demand for health care jobs across the professions. Personal Care aides will increase by 40%, the largest growth for any single Alaska occupation.

The report also cited the fact that Alaska’s population is projected to exceed 800,000 by 2020.

Meanwhile the AHA and the AMA have teamed up to issue a new report [http://www.aha.org/content/12/12sep-bcaceconimpact.pdf](http://www.aha.org/content/12/12sep-bcaceconimpact.pdf) which lays out the job losses in health care from planned budget cuts that will be triggered this winter if Congress does not act.

The Budget Control Act of 2011 mandated a 2% sequester of Medicare spending from 2013 through 2021 including to Critical Access Hospitals to help reduce the federal deficit. This cut to Medicare will reduce the payments for health care services and have a significant impact on health care jobs in Alaska. While the nation as a whole could lose almost 500,000 jobs in health care in 2013, Alaska’s share of that loss would be over a 1,000 people.

AHA and AMA issued this report to highlight what domestic spending reductions would do to the economy. The Defense industry has effectively quantified the economic impact of reductions to that sector.

![Health Care Jobs to Lead Overall Growth](image)

**Health Care Jobs to Lead Overall Growth**

Alaska occupational categories, 2010 to 2020

<table>
<thead>
<tr>
<th>Occupational Categories</th>
<th>2010-2020 Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care Support</td>
<td>30.5%</td>
</tr>
<tr>
<td>Health Care Practitioners and Technical</td>
<td></td>
</tr>
<tr>
<td>Personal Care and Service</td>
<td></td>
</tr>
<tr>
<td>Community and Social Service</td>
<td></td>
</tr>
<tr>
<td>Education, Training, and Library</td>
<td></td>
</tr>
<tr>
<td>Alaska Overall Growth</td>
<td>21.3%</td>
</tr>
<tr>
<td>Business and Financial Operations</td>
<td>19.3%</td>
</tr>
<tr>
<td>Food Preparation and Serving Related</td>
<td></td>
</tr>
<tr>
<td>Building and Grounds Cleaning and Maintenance</td>
<td></td>
</tr>
<tr>
<td>Computer and Mathematical</td>
<td></td>
</tr>
<tr>
<td>Office and Administrative Support</td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>13.6%</td>
</tr>
<tr>
<td>Sales and Related</td>
<td>10.9%</td>
</tr>
<tr>
<td>Construction and Extraction</td>
<td>9.7%</td>
</tr>
<tr>
<td>Transportation and Material Moving</td>
<td>9.4%</td>
</tr>
<tr>
<td>Installation, Maintenance, and Repair</td>
<td>9.1%</td>
</tr>
<tr>
<td>Protective Service</td>
<td>9.2%</td>
</tr>
<tr>
<td>Architecture and Engineering</td>
<td>7.7%</td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports, and Media</td>
<td>6.5%</td>
</tr>
<tr>
<td>Life, Physical, and Social Science</td>
<td>5.6%</td>
</tr>
<tr>
<td>Legal</td>
<td>5.7%</td>
</tr>
<tr>
<td>Farming, Fishing, and Forestry</td>
<td>4.6%</td>
</tr>
<tr>
<td>Production</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

Note: Occupational categories are based on the federal Standard Occupational Classification Manual. Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section.
Construction in Juneau Continues
The Juneau office has been surrounded by road construction since August. Earlier in the summer the City of Juneau awarded a contract to Arete Construction to replace the utilities, water line, sewer line, and repave Main Street in front of the Juneau Office.

Because of the proximity of heavy equipment, ASHNHA has seized upon the opportunity to address several issues around the Juneau building. Specifically we have contracted with the construction company to replace sewer lines, improve water drainage around the building, and replace the fuel tank for our new energy efficient furnace.

To give you an idea of the project, here are a few photos. As you can see in these photos getting to work can get exciting!

Is an All Payer Claims Database Coming to Alaska?
All Payer Claims Databases (APCD) are large-scale databases that systematically collect and aggregate medical, dental and pharmacy claims data from public and private payers. They can be valuable sources of information about outpatient services and health care payments for those states that have implemented them. They also minimize the burden on health care providers as the aggregated data from payers is an efficient alternative to collecting data directly from individual providers.

The Alaska Health Care Commission recommended the State of Alaska study the need for and feasibility of an All-Payers Claims Database. In July 2012, the State entered into a contract with Freedman HealthCare to determine the feasibility of developing a sustainable APCD for Alaska.

The preliminary results of the feasibility study will be presented at the Health Care Commission meeting on Oct 11th. An APCD presentation and briefing paper is available on the website. [http://hss.state.ak.us/healthcommission/all-payer.htm](http://hss.state.ak.us/healthcommission/all-payer.htm)

ASHNHA submitted comments for the feasibility study. Our comments focus on a variety of issues including: need for clear vision and plan for the data; a governance structure that provides protects the data from political or poorly conceived uses; the need for comprehensive data from all payers and providers; cost of APCD and how it will be financed and fit with the AeHN Health Information Exchange.

ASHNHA will continue to track the direction of the feasibility study and keep members updated.
ASHNHA Training is a Big Success

Leadership Training Goes on the Road

Three communities received leadership management training sponsored by ASHNHA during the past summer. Liz Walsh and Jan Abbott, certified Development Dimensions International (DDI) instructors from Southcentral AHEC, traveled from Anchorage to Kotzebue, Petersburg, and Ketchikan - training 77 managers in all!

ASHNHA contracted with Southcentral AHEC to provide the training with FLEX grant funds. Hospitals chose their classes - the most popular being the core classes, "Essentials of Leadership," "Managing Performance Problems," and "Coaching for Success." The training involves case studies, video lessons, and group role playing.

The material can benefit managers with 20+ years as well as emerging leaders. One example of a role playing is when groups of three are formed and one person plays "Bob," a difficult employee not wanting to change to a new IT system. One person in the group role plays his supervisor and practices the steps taught in the DDI training to resolve the issue in a positive way. Participants all follow a discussion planner which helps them plan their conversation with problem employees – they learn to identify the performance problem, clarify the situation and consequences of continued behavior, develop ideas for improvement and agree on a specific plan and monitoring method. One comment from a class participant was “This training was great. The toolbox was effective and easy to use. I love the fact that sheets can be copied for future use!”

Meaningful Use Summit held in Anchorage

On September 21, over 175 people from around the state participated in an Alaska Meaningful Use Summit. ASHNHA partnered with AeHN, ANTHC, State of Alaska, and the Alaska Primary Care Association to put on the free conference. Topics included overviews of Meaningful Use Stage 1 and 2, success stories, privacy and security, Health Information Exchange (HIE), and AIU incentives.

Judy Murphy from the Office of the National Coordinator (ONC) was the keynote speaker. ASHNHA used funds from the HRSA Rural HIT Network grant to provide travel and lodging to our small hospital network members. ASHNHA recorded most of the sessions utilizing Mediasite technology from the University of Alaska Fairbanks. To watch the videotaped sessions, including the PowerPoint presentations, go to www.ashnha.com or click here.

HEN Kickoff Promotes a Culture of Quality

On October 3rd, over 35 registrants convened in Anchorage to celebrate their hospital’s participation in the Alaska Hospital Engagement Network. The day invigorated attendees with the drive to reach the
national goal of reducing hospital acquired conditions by 40% and preventable readmissions by 20%.

Karen Perdue welcomed attendees from 15 hospitals, State Epidemiology and Mountain Pacific Quality Health to begin a day filled with rich content and valuable “take-aways.” Dr. Bruce Spurlock, Cynasure Health, painted the big picture with a motivational presentation on “Living the Culture of Quality.” Being from California, a state with a coastline second in length to Alaska, Dr. Spurlock could not resist using the powerful waves of a tsunami as a metaphor for the onslaught of new reporting mandates documenting efforts to improve quality outcomes. Most agreed that by pursuing opportunities for training and resources such as the HEN, Alaska will stay afloat as the waves of increased expectations to “chase zero” roll in.

The day began with big picture ideas and ended with rolling up our sleeves to focus on the fine details of one of the eleven HEN quality topics: falls. Dr. Patricia Quigley, a national expert on the topic of reducing injuries from falls, opened our eyes to the idea of protection vs. prevention of falls. She emphasized that falls are not a “never event,” however by proactively assessing patients and protecting them accordingly, we can make great strides toward reducing morbidity and mortality related to falls.

Lindsay Duckworth, PeaceHealth Ketchikan Medical Center (KMC), presented on KMC’s exceptional experience on an IHI Expedition. She shared a compelling patient story highlighting a tragic sentinel event and the journey that ensued to tackle a reduction in injuries from falls. Working closely with Dr. Quigley for eight weeks, KMC successfully reduced their acute care falls with injury rate from 2.4 per 1000 patient days to .59 per 1000 patient days.

Because ASHNHA recognizes the value to our members of having access to resources such as Dr. Quigley, we decided to make the most out of her visit to Alaska. During her week in our state, Dr. Quigley shared her expertise by providing full-day seminars at Maniilaq Health Center, Sitka Community Hospital, and South Peninsula Hospital. Such an opportunity exemplifies the perspective that being a part of the HEN is a value-added proposition. Our goal is to support our members and improve quality outcomes for all Alaskans and leading the HEN is simply one of many ways ASHNHA intends to follow through with that commitment. To watch the videotaped sessions, including the PowerPoint presentations, go to www.ashnha.com or click here.

New leadership in Juneau (cont’d)

Harff’s thought process is shaped by her nursing and administrative experience coupled with a law degree from William Mitchell College of Law.

“I was a farm kid. My sister is a vet and I pursued nursing,” Harff explained. “Nursing was great. Being a charge nurse and house supervisor was even better. As a supervisor I could affect 30 people instead of one.”
Harff’s drive to impact more and more people fueled her career path and her interest in collecting multiple degrees.

“My nursing, MBA and legal degrees have been very handy to help me speak all the languages required in the field,” Harff said. “I never thought I would practice law but the technical legal knowledge has been valuable. I guess I’m a jack of all trades.”

All of Harff’s skills will be put to use as she steers Bartlett into the future.

“My goals are to make sure that the finances are in a better state, implement a new electronic medical record system, continue to collaborate more with physicians, engage employees, and have a relationship with the other local providers to collaborate on how to improve the quality of health care for the community,” said Harff.

“I’d like to position Bartlett to be part of the solution to the community’s health care needs whether it’s for chronic inebriates or pediatric care.”

As to how she’s going to do that, Harff feels that while relationships are key – process also matters.

“When I was working as a Transplant Clinic Manager Minnesota, I realized that standardization could actually free people to do their job.”

At that center, Harff looked at why people were experiencing long wait times and where the bottlenecks lurked. She found that moving from an alphabetical model to a process-based system, the patient flow improved remarkably.

“It helped me realize that work is a process and standardization can be a good thing,” explained Harff. “We don’t want health care to be like a factory, relationships rule. But how can we be more efficient? This is a big part for me of what needs to be done in the future. The health care landscape is going to shift dramatically, how is Bartlett going to position itself in that environment? How can we provide a higher quality of service for less? How can we be proactive instead of reactive? Sometimes a little adjustment can make a big difference.”

While Harff’s move to Juneau from Minnesota wouldn’t be considered a little adjustment, the seasoned game-changer seems to be enthralled with her new environment despite the fact her family won’t be able to join her until later this year.

“I’m amazed at Juneau’s vibrant cultural art community,” said Harff. “I’m impressed with all it has to offer along with its beauty. This is the right town for me, the right opportunity. I like working in a place that I can take the pulse of the front staff and listen to what they have to say. I’m excited to be part of this community.”

Johnson leads Wildflower Court

While Harff is new to Alaska, Wildflower Court’s new Chief Executive Office, Ruth Johnson, is a long-time Juneau resident.

Like many Alaskans, Johnson’s resume runs the gamut from owning a remote supply company and a commercial fishing business to a career in banking and nursing home administration.

While her Alaskan story started in the early 1980s, Johnson’s interest in nursing began in high school.

“I thought I was going to be a nurse, that was my vision for myself,” explained Johnson who was raised in a military family that settled in Seattle. “But when it came right down to it, I was not cut out emotionally to be a caregiver. I got too involved with my patients so I switched majors and left college for awhile.”

While her formal education was on hiatus, Johnson studied business by running a general store in Meyers Chuck – the southern most mainland town in Alaska - accessible only by floatplane or boat.
“I was the store lady,” laughed Johnson. “It was a real lifestyle choice but I loved it. I ran the grocery store, bought fish, and did all the other things a small supply store does in remote Alaska. I tried it out for a summer and wound up doing it for four years.”

Johnson’s hands-on business education also included running a commercial fishing operation with her husband. Her experience of running two small businesses eventually turned into a banking career with Wells Fargo (formerly National Bank of Alaska) where she worked for 12 years, earning the title of Vice President, Senior Relationship Manager.

“I helped grow small businesses,” explained Johnson. “My banking career was really about connecting with people. I did construction loans, loans for new homes, helped people go to school and build businesses.”

While Johnson helped Juneau’s business community grow, Wells Fargo invested in Johnson.

“The bank had a great management training program and really embraced the philosophy of growing your own,” said Johnson. “I was encouraged to grow and have been incredibly fortunate to work with really good leaders both at the bank and at Wildflower Court.”

Johnson’s nursing home career began in 2004 when a bank client approached her about becoming the Wildflower’s Chief Financial Officer.

“It was definitely a business model change,” Johnson said. “I went from banking to accounting. As a banker I used my accounting skills for analysis. As Chief Financial Officer, I was responsible for the day-to-day revenue. My experience as a banker and running a small business – managing cash flow - was useful in the transition.”

During her time as CFO, Johnson finished her undergraduate degree in Accounting at the University of Alaska Southeast.

“Millie (Wildflower Court’s outgoing CEO) is a real people grower. She encouraged me to finish my degree,” said Johnson, who officially assumed the CEO position on October 1. “I’ve come full circle from my interest in nursing to my current position.”

“I guess my story is just typically Alaskan,” added Johnson who was recently named an American Health Care Association Future Leader. “I don’t think I could have had the same career path in the Lower 48. In Alaska, you can really grow people. It’s one of the things I love about Alaska. My goals here are all about relationships - relationships with each other and our residents.”

Johnson’s relationship goals include a culture change for Wildflower Court.

“We’re going to move to the Eden Alternative model that promotes a home-like environment and resident directed care. We also plan to build our own kitchen so residents have more say when and what they are eating.” Currently, Wildflower Court residents receive food from Bartlett Regional Hospital.

“Our long term goal is to provide the best possible quality long term care for our community and having a kitchen will give us more flexibility and choice,” continued Johnson. Other goals include an electronic medical record conversion that should create a paperless environment for the nursing home by next year.

While Juneau’s two new health care leaders can’t quite see each other from their respective offices that are separated by the hospital and a parking lot, it seems like their view on the future is similar despite being formed by vastly different experiences. Guided by relationship-building principals and grounded with years at the helm, it looks like Juneau’s health care community just acquired two new beacons to help navigate the ever-changing health care terrain.
Kanen joins ASHNHA Team

Connie Kanen joined the ASHNHA team this summer as a Program Officer. Her focus is on managing the HRSA Rural HIT Network Development grant. Connie is a certified Project Management Professional (PMP) with experience in computer system implementations and conversions. She will provide increased support to the hospitals in the planning and implementation of HIT/EHR projects.

Connie earned a Bachelor of Business Administration in Management from Idaho State University. She spent the last two years working for the SouthEast Alaska Regional Health Consortium (SEARHC) as a Health Systems Analyst to the COO and served as Acting Performance Improvement Director during the start-up of the division. Prior to moving back to Alaska in 2010, she was Head of Corporate Initiatives at Idaho’s largest credit union where she managed a wide variety of projects and strategic goals. Connie has one son and has spent over twenty years living in Southeast Alaska. She is thrilled to be in Anchorage and is passionate about making a positive difference in the delivery of healthcare to Alaskans. Connie is working full-time out of the Anchorage office. She can be reached at 907-646-1444 or connie@ashnha.com.

Calendar of Events

- November 7, 2012 ASHNHA Executive Committee Meeting, Anchorage 5-8 pm
- November 8, 2012 ASHNHA Board Meeting, Anchorage 8:30 am-4 pm
- February 10-13, 2013 Rural Health Care Leadership Conference, Phoenix, AZ
- February 18-19, 2013 ASHNHA Juneau Legislative Meeting