

# **Southern Rural Access Program Autumn 2002 Grantee Conference**

**September 25-27, 2002**

**Charleston Marriott Town Center  
200 Lee Street East, Charleston, WV**

The Autumn Grantee Conference will focus on revolving loan funds, recruitment and retention efforts and communications activities of the eight grantees along with an emphasis on sustainability of projects beyond Robert Wood Johnson Foundation funding. An early bird session will give project directors an opportunity to dialogue with RWJF Senior Program Officer Anne Weiss and NPO staff regarding the idea of developing a single regional forum devoted to rural health care issues in the South.

The Conference is sponsored by the Rural Health Policy Center of the Penn State College of Medicine with grant support from The Robert Wood Johnson Foundation.

# Wednesday, September 25, 2002

- 3:00 p.m. – 5:00 p.m.**      **Registration** (Foyer D)
- 3:00 p.m. – 5:00 p.m.**      **Dialogue with Project Directors and NPO Staff regarding Single Regional Forum Idea**, Anne Weiss, RWJF Senior Program Officer (Salon D)
- 6:00 p.m. – 8:00 p.m.**      **Networking Reception** (Salon C)
- 8:00 p.m.**                      **Dinner on your own** (If you are still hungry.)

# Thursday, September 26, 2002

- 7:30 a.m. – 8:30 a.m.**      **Breakfast Buffet** (Salon C)
- 8:30 a.m. – 10:00 a.m.**      **Plenary Panel on Sustainability: Lessons Learned From Other RWJF Programs** (Salon D)
- Vallejo Fighting Back Partnership, **Jane Callahan, CEO**
  - New Hampshire Practice Sights, **John Bonds**, Planning Coordinator - New Hampshire Department of Health and Human Services
  - Buncombe County Project Access Reach Out, **Alan McKenzie**, CEO - Buncombe County Medical Society
- 10:00 a.m. – 10:30 a.m.**      **Break** (Foyer D)
- 10:30 a.m. – Noon**              **Concurrent Sessions**
- Session A** (Salon D)  
**Other Models of Practice Management Technical Assistance**  
**Panel:** **Colleen Risk**, Vice President Physician Services, VHA, Inc. – Advanced Open Access and **Susan Friedrich**, Managing Director, Community Health Institute
- Session B** (Salon E&F)  
**Drawing Down Additional Resources for Area Health Education Centers**  
**Moderator:** **James Herman, MD, MSPH**, Associate Dean for Primary Care — Penn State College of Medicine  
**Panel:** **Mick Huppert**, Associate Dean for Community Programs, Massachusetts AHEC Director, University of Massachusetts Medical School; **Isiah Lineberry**, Executive Director - Office of Rural Health Services, Georgia Department of Community Health; **John Robertson**, University of Massachusetts Medical School
- Noon – 1:30 p.m.**              **Lunch and Networking** (Salon C)
- 1:30 p.m. – 3:00 p.m.**      **Concurrent Sessions**
- Session A** (Salon D)  
**Loan Monitoring and Risk Management**  
**Panel:** **Chris Conley**, CEO - Community Health Facilities Fund and **Ines Polonius**, Director of Client Services - ALT Consulting

**Session B** (Salon E&F)

**Communications as a Resource Development Strategy**

**Facilitator:** Crystal Hull (NPO)

**Panel:** **Elaine Wootten**, Arkansas Southern Rural Health Access Program's Partnership with Public Radio; **Marsha Broussard**, Louisiana Rural Health Access Program's "Grass Roots" Approach to Communications; and **Roslyn Ferrell**, South Carolina's Approach to Communications

**3:00 p.m. – 3:15 p.m.**

**Break** (Foyer D)

**3:15 p.m. – 4:45 p.m.**

**Concurrent Sessions**

**Session A** (Salon D)

**West Virginia Recruitable Community Project: A Community Development Approach to Recruitment and Retention**

**Presenters:** **Ken Shannon, MD**, West Virginia University Department of Family Medicine; **Ken Martin**, Extension Professor and Director-Center for Agriculture, Natural Resources and Community Development - West Virginia University; **Steven Fumich**, Recruitable Communities Project Coordinator

**Session B** (Salon E&F)

**Business Plan and Marketing Strategies as Tools to Promote Sustainability**

**Facilitator:** **Sharon Lansdale**, Executive Director - Center for Rural Health Development, Inc.; **Presenters:** **John Reger**, Principal, Capital Ventures, Inc. and **Ginger Thompson-McDaniel**, Communications Director, Center for Rural Health Development, Inc.; **Reactor:** **Ruth Wood**, Vice President - Appalachian Health Solutions, Inc.

**5:30 p.m.**

**Meet in hotel main lobby to board bus for Tamarack activities.**

**6:30 p.m.**

**Dinner and tour of shops and artisan works at Tamarack**

**Note:** Conference participants will be given a dinner voucher good for food and beverages at the Food Court operated by the culinary staff of the Greenbriar Resort. Plan your time wisely as food concessions and shops both close promptly at 8:00 p.m.

**8:00 p.m.**

**Entertainment**

**Dr. C. Stuart McGehee**, Professor & Chair - West Virginia State College Department of History: "Coal Fields" – A presentation on the importance of coal mining in West Virginia's history, economy and culture.

**Karen Vuranch**, Storyteller and Actress: "Coal Camp Memories" – a one-act, four scene play based on oral histories from life in a West Virginia coal camp that chronicle the life of Hallie Marie from an exuberant 10-year old in the 1920s, to a demure teenager, to a young wife, to an old woman wise with years.

**9:30 p.m.**

**Buses Depart for Hotel**

# Friday, September 27, 2002

**7:45 a.m. – 9:15 a.m.**

## **Breakfast Buffet & “Open Space” Roundtables**

**Open Space Session A** (Allegheny Room)

### **Recruitment**

**Facilitator:** Ken Stone (WV)

**Five-Minute Kick-Off** - Joy Shepherd (AR) and Alvin Harrion (MS)

**Possible topics:** Coordinating Regional and State-Level Recruitment Efforts or Approaches, Progress and Barriers on Sustainability Issues

**Open Space Session B** (Blue Ridge Room)

### **Loan Funds**

**Facilitator:** Marcus Garner (MS)

**Five Minute Kick-Off** - Ray Williams (MS)

**Possible topics:** Risk Management and Business Plan Development: A Deeper Discussion

**Open Space Session C** (Kanawha Room)

### **Practice Management Technical Assistance**

**Facilitator:** Rita Salain (TX)

**Five Minute Kick-Off** – Rita Salain (GA)

**Possible Topic:** Trade-off Between Breadth and Depth of Technical Assistance Service

**9:15 a.m. – 9:30 a.m.**

**Break** (Foyer D)

**9:30 a.m. – 11:00 a.m.**

**Plenary Panel** (Salon C)

### **Building Your Loan Fund's “Seed Capital” Base**

**Panel:** Tom Manning, Primary Care Development Corporation; Mark Pinsky, President & CEO - National Community Capital Association; and Tom McRae, President - Mountain Association Center for Economic Development

**11:00 a.m. – 11:45 a.m.**

**Closing Sessions** (Salon C)

### **Evaluation Update**

**Don Pathman** and **Jennifer Albright**, The Cecil Sheps Center for Research - University of North Carolina at Chapel Hill

### **National Program Office Comments**

**Michael Beachler**, Director and **Curtis Holloman**, Deputy Director

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# A Focus on Sustainability, Recruitment & Retention, Revolving Loan Funds and Communications

Southern Rural Access Program Grantee Conference  
September 25 - 27, 2002 ♦ Charleston, West Virginia

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# Southern Rural Access Program Autumn 2002 Conference

## Presenter and Staff Biographical Sketches

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Jennifer is the project manager for the Southern Rural Access Program evaluation team at The Sheps Center for Health Services Research at The University of North Carolina in Chapel Hill, NC. Prior to joining UNC, Jennifer worked for the other blue, Duke University, managing behavioral research projects in smoking cessation. In 1996 Jennifer moved to the southeast from Seattle, Washington where she was involved with behavioral and cardiovascular research at Group Health Cooperative and the University of Washington. Prior to research, Jennifer's experience included community health centers, family planning and HIV/AIDS. Jennifer completed her graduate work at the University of Washington in health services. Away from work Jennifer enjoys being at home cooking, making art and being entertained by her four cats.

### **MICHAEL BEACHLER**

#### **DIRECTOR**

#### **SOUTHERN RURAL ACCESS PROGRAM**

Michael Beachler serves as director of the Rural Health Policy Center and associate professor -Department of Family and Community Medicine, Penn State College of Medicine. He also serves as the national program director for The Robert Wood Johnson Foundation's Southern Rural Access Program, an effort to improve access to basic healthcare in eight of the most underserved rural states in the country. Previously, Michael served as a senior program officer for The Robert Wood Johnson Foundation, where he was responsible for developing and overseeing several national grant programs. He also co-chaired the Grantmakers in Health Task Force on Maternal and Child Health and served as convenor of the Foundation's substance abuse goal group. Earlier in his career, he served as assistant deputy commissioner for the Maine Department of Human Services. Michael received his Masters of Public Health from the University of Pittsburgh in 1979. He serves as a member of the Southern Philanthropy Consortium Task Force, an effort that seeks to address the critical lack of charitable capital in rural areas of the Southeast. He has recently been appointed to the Board of Directors of Capital Link, a national technical assistance center to improve access to capital for community health centers and the Community Health Facilities Fund, a national intermediary designed to improve access to capital for not-for-profit behavioral health providers.

### **JOHN BONDS**

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John Bonds serves in the Office of Health Planning and Medicaid as Planning Coordinator and is responsible for supporting the Office's data needs. In this capacity he also serves as the Department's liaison to the Children's Alliance of New Hampshire School Readiness Indicators effort and chairs the Data Subcommittee for the Governor's Kids Cabinet. His

major concerns are in assuring that planning and policy decisions, especially at the local level, are based on timely and appropriate data and analyses. John has considerable experience in data collection and management, primary healthcare and rural health from his prior position as assistant director for planning in the former Division of Public Health Services. He co-developed an application for the five-year Robert Wood Johnson Foundation Practice Sights grant and served as the grant's manager. He was instrumental in establishing the Community Health Institute and the Primary Care Recruitment and Retention initiative at the Bi-State Primary Care Association. John earned his BA in Political Science at American International College (Springfield, MA) and his MA in Political Science at UNH.

**MARSHA BROUSSARD, MPH**

**PROGRAM DIRECTOR**

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As a member of the LSU Department of Public Health and Preventive Medicine, Marsha Broussard, MPH currently serves as program director for the Louisiana Rural Health Access Program (LRHAP). The program assists rural communities throughout Louisiana with improving access to preventive and primary health care services. On behalf of LRHAP Broussard also worked to create a grantee partnership with the Southeast Louisiana Area Health Education Center (SELAHEC) to coordinate the Health Resource Service Administration's Mississippi Delta Network Development Grant program. Known in Louisiana as the "Better Health for the Delta Program" the program integrates the Delta and the LRHAP programs to make the best use of these community capacity building resources. Broussard has extensive public health experience in developing primary care and maternal and child health services and programs. She was instrumental in the development and funding of the first two primary care networks in the state, the EXCEL network in New Orleans and the Bayou Teche Community Health Network in St. Mary Parish. From 1992-1998 Broussard served as executive director of the Great Expectations/Healthy Start program in New Orleans. Great Expectations, one of the seven initial Healthy Start programs in the country, was credited by the national evaluation as being the second most successful program nationwide, reducing infant mortality by 37%. Broussard also directed the Louisiana Primary Care Association for several years and assisted several underserved communities in their efforts to develop federally qualified health centers.

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Jane Callahan is the project manager for the City of Vallejo's "Fighting Back" project. She is the past coordinator of the Children's Network of Solano County, one of the oldest and broadest models of interagency coordination of children's services in California. Her background is in legislative advocacy, childcare, juvenile justice, child abuse prevention, children's mental health and substance abuse prevention. She earned a BA in English and Child Development and an MA in Education. Jane is a resident of Sacramento, CA.

**CHRISTOPHER CONLEY****CHIEF EXECUTIVE OFFICER, COMMUNITY HEALTH FACILITIES FUND**

Christopher Conley is chief executive officer for the Community Health Facilities Fund (CHFF, a 501©(3) organization established to assist small, unrated borrowers providing behavioral care services with capital formation through the tax-exempt bond market. Founded in 1991 by the National Council for Community Behavioral Healthcare and the International Association of Psychosocial Rehabilitation Services, CHFF is funded by a Program Related Investment from The Robert Wood Johnson Foundation. Prior to assuming his position with CHFF, Conley was a senior vice president with Tucker Anthony, where he led the municipal bond securitization effort. Previously, he was senior vice president of the Health Care Group in the Public Finance Department at Lehman Brothers in New York. Conley has served as investment banker on several billion dollars of financing for health care institutions, and has financed multi-hospital systems academic medical centers, rural hospitals, nursing homes, and medical office buildings, using all forms of credit enhancement and all types of financing structures. Before joining Lehman Brothers Conley was a consultant with the Health Care Group in Booz, Allen & Hamilton's New York office, where he was involved with strategic planning studies, financial feasibility studies, and organizational planning studies for multi-hospital systems, academic medical centers, and community hospitals. Conley received a Bachelor of Arts from the University of Notre Dame and his Master of Health Administration from Duke University.

**ROSLYN FERRELL, MHA****PROJECT DIRECTOR – SOUTH CAROLINA RURAL HEALTH ACCESS PROGRAM**

Roslyn Ferrell is the project director of the South Carolina Rural Health Access Program (SCRHAP). She was born and raised in New York City just down the street from the world famous Apollo Theater. She received her undergraduate degree from Hunter College in New York City where she majored in Food Service Management. After working over 10 years in that industry she relocated to South Carolina to obtain her masters degree in Health Administration from the Medical University of South Carolina (MUSC). She was one of 10 students in the US awarded the W.K. Kellogg Foundation Rural Health Administration Fellowship. She has worked for the South Carolina State Office of Rural Health (SC SORH) for over three years, two of those years in her current capacity. Prior to directing SCRHAP, she was the senior project coordinator for another SC State Office of Rural Health grant entitled, Low Country Healthy Start.

**SUSAN FRIEDRICH, MBA****HEALTHCARE CONSULTANT**

Susan Friedrich has over 17 years of experience consulting to healthcare organizations including hospitals, community health centers, healthcare for the homeless programs, family planning agencies, health departments, primary care and specialty groups, HMOs, women's health, school-based clinics, federal and state agencies, ministries of health, social services agencies and home health agencies. Her areas of expertise include operational efficiency, practice management, managed care, community needs assessment, network development, systems integration, evaluation and market research. In 1995, Friedrich was contracted by the New Hampshire Department of Health and Human Services to serve as executive director of the Community Health Institute (CHI). With a start-up grant from The Robert Wood Johnson Foundation's Practice Sights Initiative and the New Hampshire

Department of Health and Human Services, the CHI was established to provide technical assistance and other support services to health and social service providers in New Hampshire. Under Friedrich's leadership, the CHI was established as a respected, successful organization that supports 13 full time staff and is fully sustaining. Friedrich received her MBA from Boston University's Graduate School of Management in Health Care Administration and her BA degree from Amherst College.

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Steven joined the Recruitable Communities Project as program manager in August 2002. He recently earned his masters in Social Work from West Virginia University (WVU). He also has a BSW and certificate in gerontology from WVU. His past experience includes work with the West Virginia Rural Health Education Partnership/Extension Service initiative as program director of the recycled medical equipment program in the Beckley area.

**ALVIN HARRION  
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Alvin Harrion is the Recruiter Administrator for the Mississippi Access for Rural Care Program (MARC) in Jackson, MS. He has been involved with the recruitment component for three years. During that time, MARC has been successful in recruiting several primary care providers including dentists, nurse practitioners and family practitioners. In addition, Mississippi now has a state loan repayment program and a scholarship program for family medicine physicians. Harrion, a graduate of Jackson State University with a bachelor's of science degree, is currently working on a master's degree in public health. Harrion's other recruitment experiences include Lockheed Martin, IMS, MS Department of Human Services and the Hinds County Board of Supervisors.

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Curtis E. Holloman is deputy director of the Rural Health Policy Center at the Penn State College of Medicine in Hershey, PA. He is also a faculty member within the Department of Family and Community Medicine. In this capacity, he assist with the management and administration of the Robert Wood Johnson Foundation's Southern Rural Access Program and the 21<sup>st</sup> Century Challenge Fund matching grant program. These efforts focus on improving access to healthcare in eight of the nation's most medically underserved Southern states. The Rural Health Policy Center provides technical assistance and direction for twenty-seven grantees. Before joining this National Program Office of the Foundation, Mr. Holloman was the public health director for two county health departments in rural North Carolina. In that role, he was responsible for delivering an array of primary and public health services. He was part of developing services that addressed the need for comprehensive perinatal health services. He led a local Healthy Carolinians initiative that organized the community to assess its health status and develop strategic plans to improve local health conditions. In addition, he was appointed by the governor to serve as a member of the state's Healthy Carolinians Coalition. The Coalition's

efforts led to favorable policy decisions and changes that affected rural and underserved individuals. Other areas of focus included restructuring and privatizing public home health services, addressing access to dental health services, immunization outreach, and community health education.

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As Communications Manager for the Rural Health Policy Center, Ms Hull provides technical assistance and consultation services to the grantees of the Southern Rural Access Program on behalf of their overall communications effort. Assistance is provided in the areas of media relations, media training, event planning, marketing communications, development of printed materials and public relations. She also serves as a liaison with the Robert Wood Johnson Foundation Communications staff. Previously, Ms Hull spent over six years working in state government, most recently as communications director and legislative liaison for the State Civil Service Commission and as press secretary and director of communications for the state Insurance Department and 15 years prior as the assistant director of the Governor's Heritage Affairs Advisory Commission. She also spent eight years managing a wide range of public relations activities for a health care delivery system in Central Pennsylvania. Her experience includes managing a proactive and reactive media relations program; the promotion of inpatient, outpatient and other subsidiary services, plus physician communications and family practice resident and physician recruitment. She is an accredited business communicator through the International Association of Business Communicators (IABC) where she has served as an accreditation program written test evaluator and proctor.

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Michael Huppert, MPH is the associate dean for Community Programs at the University of Massachusetts Medical School. In this capacity he is the director of the Office of Community Programs which includes responsibility for the statewide Area Health Education Center (AHEC) Program; the Robert Wood Johnson Foundation-supported Generalist Physician Initiative; the New England AIDS Education and Training Center; the MassHealth Access Program which provides program development expertise to MassHealth, as well as many other community based outreach programs of the University. He is a member of many community based organization board of directors, including the Myers Primary Care Institute, Health Awareness Services of Central Massachusetts and several regional AHEC boards. He holds faculty positions in the Department of Family Medicine and Community Health and Pediatrics and teaches community medicine and practice management to residents and medical students.

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**EXECUTIVE DIRECTOR - OFFICE OF RURAL HEALTH SERVICES**  
**GEORGIA DEPARTMENT OF COMMUNITY HEALTH**

Isiah C. Lineberry is executive director of the Office of Rural Health Services within the Georgia Department of Community Health based in Cordele, Georgia. He is responsible for administering various programs and services to improve health status and increase access to quality healthcare to all Georgians, particularly those citizens living in rural and urban underserved areas. Lineberry previously served as deputy director of the Penn State College of Medicine's Rural Health Policy Center that administers the Robert Wood Johnson Foundation's Southern Rural Access Program. He also has served as director of West Virginia's Office of Rural Health and has worked with West Virginia's Governor's Cabinet on Children and Families. He has collaborated on activities revolving around healthcare, the homeless, housing and community economic development at the local, state, regional, and national levels. He is a member of the National Rural Health Association and the Georgia Rural Health Association. In addition, he serves on the Board of Directors and the Rural Health Care Committee of the Universal Services Administration Company. He is a former board member of the National Organization of State Offices of Rural Health and served as chair of the Telecommunications Committee.

**KENNETH E. MARTIN, PHD**  
**RURAL SOCIOLOGIST AND EXTENSION PROFESSOR**  
**WEST VIRGINIA UNIVERSITY**

Rural Sociologist and Extension Professor Kenneth E. Martin is director of West Virginia University Extension's Center for Agriculture, Natural Resources and Community Development, and associate dean in the Davis College of Agriculture, Forestry and Consumer Sciences. He also has appointments of adjunct professor of Sociology in the Eberly College of Arts and Sciences, and adjunct professor of Resource Management in the Davis College. Prior to his current position, he was director of WVU Extension's Center for Community, Economic and Workforce Development. Ken previously served as interim director of the Northeast Regional Center for Rural Development (NERCRD) at Penn State University where he was a senior research associate in Penn State's Department of Agricultural Economics and Rural Sociology. He also directed the Pennsylvania Office of Rural Health at Penn State for six years and served as a rural economic development specialist for three years.

His previous roles included serving as associate director of the NERCRD, associate director of the Pennsylvania Office of Rural Health, and as a community and rural development topic manager for the US Department of Agriculture's Small Business Innovation Research Program. Ken has worked closely with state and local government bodies through the Pennsylvania Intergovernmental Council, served as the research director for a gubernatorial campaign, and spent three years as a budget analyst for the Pennsylvania House of Representatives' Appropriations Committee. He holds a bachelor's degree in sociology from Eastern Mennonite College and earned his master's and doctoral degrees in rural sociology from Penn State.

**GINGER THOMPSON MCDANIEL  
COMMUNICATIONS DIRECTOR  
CENTER FOR RURAL HEALTH DEVELOPMENT**

A former journalist, Ginger Thompson McDaniel began her career as a public relations practitioner in 1994 when she joined an advertising agency that specialized in health care clients. She worked as a communications specialist for West Virginia's largest private health insurer, as well as a marketing specialist for a large hospital system before joining the Center for Rural Health Development as its communications director in 2000. A 1987 graduate of the University of Charleston with a degree in mass communications, she was a reporter for the *Charleston Daily Mail* in Charleston, WV and the *Valley News Dispatch* in Tarentum, PA.

**ALAN T. MCKENZIE  
CHIEF EXECUTIVE OFFICER  
BUNCOMBE COUNTY MEDICAL SOCIETY CORPORATION**

Alan T. McKenzie has served as chief executive officer of the Buncombe County Medical Society Corporation, an 800+ member association of physicians in the Asheville, NC area, since January 1995. In addition to managing the Medical Society, McKenzie also directs the Medical Society's charitable foundation, its political action committee and its endowment.

As director of the Society's charitable foundation he manages the BCMS Project Access charity care system that provides over \$4 million of free physician care and \$2.5 million in free hospital care each year to low-income uninsured patients. Since 1996, McKenzie has helped dozens of communities of all sizes adopt the Asheville/Buncombe Project Access model to their unique circumstances by assisting these communities secure and sustain private physician participation. He helps communities create sustainable community-based financing by leveraging system outcomes and documented return on investments to secure financial resources and long term commitments from partners.

To better organize this work with communities, McKenzie and partner communities across the country united to form the American Project Access Network. APAN is dedicated to promoting continuous improvement and sustainability of established project access systems. It also assists communities with the implementation of project access type systems of care. Prior to his association with the Buncombe County Medical Society, McKenzie was on the staff of the North Carolina Medical Society in Raleigh where his duties included responsibility for state-level legislative initiatives regarding complex healthcare issues such as peer review and indigent care. He is originally from Pinehurst, NC.

**THOMAS C. McRAE  
PRESIDENT  
MOUNTAIN ASSOCIATION FOR COMMUNITY ECONOMIC DEVELOPMENT**

Tom McRae has more than 30 years experience working in small town and rural development. The experience includes two years working in Nepal, evaluation of rural programs for the Office of Economic Opportunity, director of the Model Cities Program in Texarkana, Arkansas and staff director for Governor Dale Bumpers of Arkansas. McRae also served for 14 years as president of the Winthrop Rockefeller Foundation. During this

period he helped establish Southern Development Bancorporation and its non-profit affiliate, Arkansas Enterprise Group. The Foundation concentrated significant resources on rural development and public policy initiatives. As president of the Foundation, McRae negotiated the purchase of Elk Horn Bank and Trust, one of the first rural development banks. McRae also ran for governor of Arkansas in 1990, garnering forty percent of the vote in the Democratic primary. He also served as the director of the Mid South Delta LISC, president of Arkansas Enterprise Group and executive vice president of Southern Development Bancorporation. Presently, McRae serves as president of the Mountain Association for Community Economic Development, a 26-year old community and economic development organization serving Central Appalachia.

## **TOM MANNING**

### **DIRECTOR OF PROJECT FINANCE**

#### **PRIMARY CARE DEVELOPMENT CORPORATION**

Tom Manning is the Director of Project Finance for the Primary Care Development Corporation (PCDC). He has been with PCDC since its inception in 1994. He was responsible for establishing PCDC's various financing programs, which have created \$100 million in health care facilities in New York City's medically underserved communities with capacity to serve some 300,000 people. He led PCDC's successful effort to become a federally designated Community Development Financial Institution (CDFI). PCDC has received two national awards for its financing programs. Prior to joining PCDC, Mr. Manning developed affordable housing for the City of New York and directed a State tax-exempt bond program. He has an MBA from Columbia University.

## **JEANNIE NYE**

### **PROGRAM COORDINATOR - SOUTHERN RURAL ACCESS PROGRAM**

#### **RURAL HEALTH POLICY CENTER**

Jeannie Nye serves as the program coordinator for the Robert Wood Johnson Foundation's (RWJF) Southern Rural Access Program (SRAP). In this capacity she has fiscal responsibility for budget preparation and the subsequent tracking, reconciling and reporting of expenditures for the Rural Health Policy Center. Fiscal responsibility extends to the eight SRAP core grantees through budget negotiations and providing technical assistance for budget submissions, revisions and reporting to RWJF. She also provides administrative oversight, fiscal monitoring and technical assistance for the 21<sup>st</sup> Century Challenge Fund program grantees. Before joining the staff of the Rural Health Policy Center, Jeannie worked for the Penn State Geisinger Health System as an associate in the Strategic Planning and Marketing Department. Prior to that she also worked as an administrative assistant with the Special Kids Network grant initiative and for the Adult Psychiatric Inpatient Unit at the Milton S. Hershey Medical Center.

## **DONALD PATHMAN, MD, MPH**

### **RESEARCH DIRECTOR AND ASSOCIATE PROFESSOR**

#### **UNIVERSITY OF NORTH CAROLINA**

Donald Pathman, MD MPH, is a member of the faculty of the University of North Carolina at Chapel Hill, where he is research director and associate professor of the Family Medicine, Senior Research Fellow of the Cecil G. Sheps Center for Health Services Research, and Director of UNC's NRSA Primary Care Research Fellowship. He is a board-

certified family physician whose background includes rural clinical practice in Maine and North Carolina and service in the National Health Service Corps. He received an MPH in health policy at UNC in the late 1980s, completed three years of research fellowship there and joined the faculty in 1990. His areas of research interest are in the evaluation of federal, state and foundation-sponsored rural programs, the processes of recruiting and retaining rural physicians, evaluations of medical training programs, community involvement of physicians, physician clinical and career decision-making and research methods in primary care.

**MARK PINSKY**

**PRESIDENT & CEO**

**NATIONAL COMMUNITY CAPITAL ASSOCIATION**

Mark Pinsky has been president and chief executive officer of the National Community Capital Association since February 1995. National Community Capital is a national network of community development financial institutions (CDFIs) that finance businesses, quality affordable housing, childcare and community facilities in many of the nation's economically disadvantaged communities. The National Community Capital network has provided more than \$2.8 billion in financing with cumulative losses of less than 2%. Through its CDFI network, National Community Capital seeks to strengthen & expand a strong national CDFI network; leverage the power and resources of mainstream institutions and individuals shape policies to create wealth and economic opportunity. National Community Capital provides hard-to-get financing for CDFIs. It has never experienced a late payment or a loss. It has provided training and consulting to more than 300 CDFIs. It is the national leader on policies affecting the CDFI industry.

Pinsky is chairman of The CDFI Coalition, former board treasurer of the Social Investment Forum, a member of the Board of Upfront Mortgage Brokers, and founding president of Congregation Tzedek v'Shalom, a Reconstructionist synagogue in Newtown, PA. He is the author or editor of five books on public policy. He and his family live in Yardley, Pennsylvania.

**ENIS POLONIUS**

**FOUNDING MEMBER**

**ALT CONSULTING**

Enis Polonius is one of the founding members of ALT Consulting. Since August 1998, this non-profit management consulting firm has provided hands-on technical assistance to hundreds of rural-based, minority-owned and women-owned businesses throughout Arkansas, Mississippi, Louisiana and Tennessee. Enis specializes in business turnarounds and has also worked with numerous early-stage companies in manufacturing, services, distribution and retail. She regularly conducts organizational and financial audits, facilitates planning sessions and customizes management systems for rural businesses. She earned an MBA and a Masters of Economics at Boston University. Prior to pursuing her graduate work, she worked with rural micro-enterprise development projects in Chile and the Dominican Republic, as well as serving as financial manager for several small businesses in Germany. Enis received her undergraduate degree from Georgetown University.

**SANDY RAUCHUT  
STAFF ASSISTANT**

**RURAL HEALTH POLICY CENTER – PENN STATE COLLEGE OF MEDICINE**

Since its inception Sandy has been the staff assistant for the Penn State College of Medicine Rural Health Policy Center, which administers the Southern Rural Access Program. From March 1994 until she joined the Rural Health Policy Center staff Sandy worked as a staff assistant for the Hershey Medical Center in the Controller's Office and in the Department of Surgery, Office of the Chief of Otolaryngology. Prior to joining the Hershey Medical Center, Sandy was an administrative assistant for ten years with the Hershey Entertainment and Resort Company (HERCO).

**JOHN S. REGER II, CBI, PRESIDENT  
CAPITAL VENTURE CONSULTANTS, INC.**

John S. Reger II, Certified Business Intermediary, is the President and Owner of Capital Venture Consultants, Inc. Capital Venture Consultants, Inc. serves private and public sector clients in the areas of capital formation, business consulting, project development, economic development, mergers and acquisitions, and governmental relations. John has an extensive background in health care finance, project development and governmental relations gained through his work over the last 20 years. He is an authority on healthcare debt credit ratings in West Virginia having worked for clients with Moody's Investor's Service and Standard Poor's rating healthcare debt in West Virginia. He is a consultant to the West Virginia Center for Rural Health Development in the development of its Health Care Infrastructure Loan Fund and serves the Loan Fund on an on-going basis by providing technical assistance and marketing consulting services. He also served as a consultant to the West Virginia Center for Rural Health Development in the start-up phase of Appalachian Health Solutions, Inc.

**COLLEEN RISK  
VICE PRESIDENT OF PHYSICIAN SERVICES – CLINICAL AFFAIRS  
VHA, INC.**

Colleen Risk is vice president of physician services – clinical affairs for VHA, Inc. In this capacity she provides physician practice management expertise to VHA member organizations through regional collaboratives, educational programs, operational assessments and targeted speaking engagements. Her span of expertise includes practice management, hospital-physician office relations, payer contracting, physician compensation, strategic planning, staff development and practice growth. Prior to joining VHA, Colleen served as vice president – MedPartners, Inc., a national physician practice services company. She was responsible for the design and implementation of the Integrated Services Center, established to manage all back-office and managed care functions for MedPartners' affiliated clinics in the central area. She also served as executive director of the Glen Ellyn Clinic, a 160-physician, multi-specialty group practice in the northwestern suburbs of Chicago.

Colleen holds a bachelor's degree in business administration and a master's degree in health administration from the University of Iowa. She is a member of the American Group Practice Association and a candidate for the American College of Medical Group Associates.

**CLAUDE KENNARD SHANNON, MD, PHD**  
**RESEARCH DIRECTOR – DEPARTMENT OF FAMILY PRACTICE**  
**WEST VIRGINIA UNIVERSITY**

Dr. Shannon grew up in rural West Virginia and earned two doctoral degrees at West Virginia University. He completed a residency in family practice at Wheeling Hospital and then entered 13 years of practice in West Virginia where he encountered the rewards and challenges of rural medical practice. Dr. Shannon became a faculty member and research director in the West Virginia University Department of Family Medicine in 1995. He brought with him an appreciation of the problems encountered in rural practice and a desire to investigate possible solutions. In his position he has had the opportunity to initiate and/or participate in numerous research projects. Some of the projects involve rural healthcare delivery issues, the primary interest of Dr. Shannon. A related demonstration project formulated by Dr. Shannon is the Recrutable Community Project, a multi-faceted project that seeks to improve the recruiting potential of rural West Virginia communities for healthcare providers.

**JOY SHEPHERD**  
**DELTA RECRUITER**  
**ARKANSAS SOUTHERN RURAL ACCESS PROGRAM**

Joy Shepherd is the Delta Recruiter for the Arkansas Southern Rural Access Program, a Robert Wood Johnson Foundation grant administered by the University of Arkansas for Medical Sciences. Joy has a background in public health, working with the Arkansas Department of Health where she was a public health educator in seven counties. Joy grew up in the Delta area of Arkansas and still calls this area her home. She has an undergraduate degree in Health Education from the University of Central Arkansas, and a Master's degree in Public Health from Tulane University.

**ANNE F. WEISS, MPP**  
**SENIOR PROGRAM OFFICER**  
**THE ROBERT WOOD JOHNSON FOUNDATION**

Anne F. Weiss, MPP, joined the Robert Wood Johnson Foundation as a senior program officer after ten years with the New Jersey Department of Health and Senior Services. As senior assistant commissioner of the Department, she directed the state's oversight of acute care services, including regulation of hospitals and managed care plans. Weiss was also responsible for policy direction of a \$300-million hospital-based indigent care program. She previously served as executive director of New Jersey's health care reform commission, the Essential Health Services Commission, where she directed the design and implementation of Health Access New Jersey, a subsidized health benefits program that received national recognition. Before coming to New Jersey Weiss held several positions in Washington, DC. She served as professional staff to the US Senate Committee on Finance and as a senior examiner with the Office of Management and Budget, focusing in both positions on issues related to Medicare, Medicaid and private health insurance coverage. She has also served as a program analyst in the Office of the Assistant Secretary for Planning and Evaluation. Weiss received her BA in History and Political Science from Wellesley College and an MPP from the Kennedy School of Government, Harvard University.

**B. RUTH WOOD, RN, CPA**  
**SENIOR VICE PRESIDENT**  
**APPALACHIAN HEALTH SOLUTIONS**

Ruth Wood has a Bachelor's in Nursing from the University of Alberta, a Master of Science in Health Education from Nova University in Florida and accounting course work from Frostburg State University. She is currently licensed as a certified public accountant and registered nurse in West Virginia. Ruth has completed yearly continuing education courses in both the accounting and medical fields.

Ruth is currently employed as senior vice president for Consulting Services for Appalachian Health Solutions. Prior to joining AppalHealth, she served as executive director of Community Medical Associates, a group of primary care practices located in West Virginia and Pennsylvania. She also worked for four and one half years for a public accounting firm as a consultant manager. Her position with the accounting firm included a major emphasis with physician clients in revenue analysis and operational assessments, rural health center and federally qualified health center development and reimbursement, corporate compliance and general accounting services. She has an additional 20 years experience in the healthcare field including supervision, education and home health. Ruth has authored articles and presented numerous presentations to a variety of groups on financial and accounting issues.

**ELAINE WOOTTEN**  
**ASSOCIATE PROGRAM DIRECTOR AND COMMUNICATION COORDINATOR**  
**ARKANSAS SOUTHERN RURAL ACCESS PROGRAM**

Elaine Wootten is associate program director and communication coordinator for the Arkansas Southern Rural Access Program, a Robert Wood Johnson Foundation grant administered by the University of Arkansas for Medical Sciences. Elaine has a background in public health having worked with the Arkansas Department of Health where she started its office of employee training programs. She later managed a Robert Wood Johnson Foundation grant-funded program for community assessment and development, which is now part of a major initiative to bring health planning to the community level. Elaine has also served as assistant director of the Division of Aging and Adult Services at the Arkansas Department of Human Services.

She has an undergraduate degree in Health Care Administration from Arkansas State University and a master's in Interpersonal and Organizational Communication from the University of Arkansas at Little Rock where she is also currently pursuing a doctorate degree in Higher Education.

**A heartfelt thank you to the following individuals who served  
on the Southern Rural Access Program  
Autumn 2002 Grantee Conference Planning Committee . . .**

**Michael Beachler**

Director - Rural Health Policy Center/Southern Rural Access Program

**Roslyn Ferrell**

Project Director - South Carolina Rural Health Access Program

**Alvin Harrion**

Recruiter - Mississippi Access for Rural Care (MARC)

**Troy Hebert**

Recruiter - Southwest Louisiana Area Health Education Center

**Curtis Holloman**

Deputy Director - Rural Health Policy Center/Southern Rural Access Program

**Paul Landry**

Practice Management Specialist - Louisiana Rural Health Access Program

**Sharon Lansdale**

Executive Director - The Center for Rural Health Development, Inc. (WV)

**Imelda McLemore**

Practice Management TA Coordinator - Alabama Southern Rural Access Program

**Helen Miner**

Director - Lake Country Area Health Education Center (TX)

**Rita S. Salain**

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**Ken Stone**

Program Manager - West Virginia Rural Health Access Program

**Elaine Wooten**

Project Director - Arkansas Rural Health Access Program