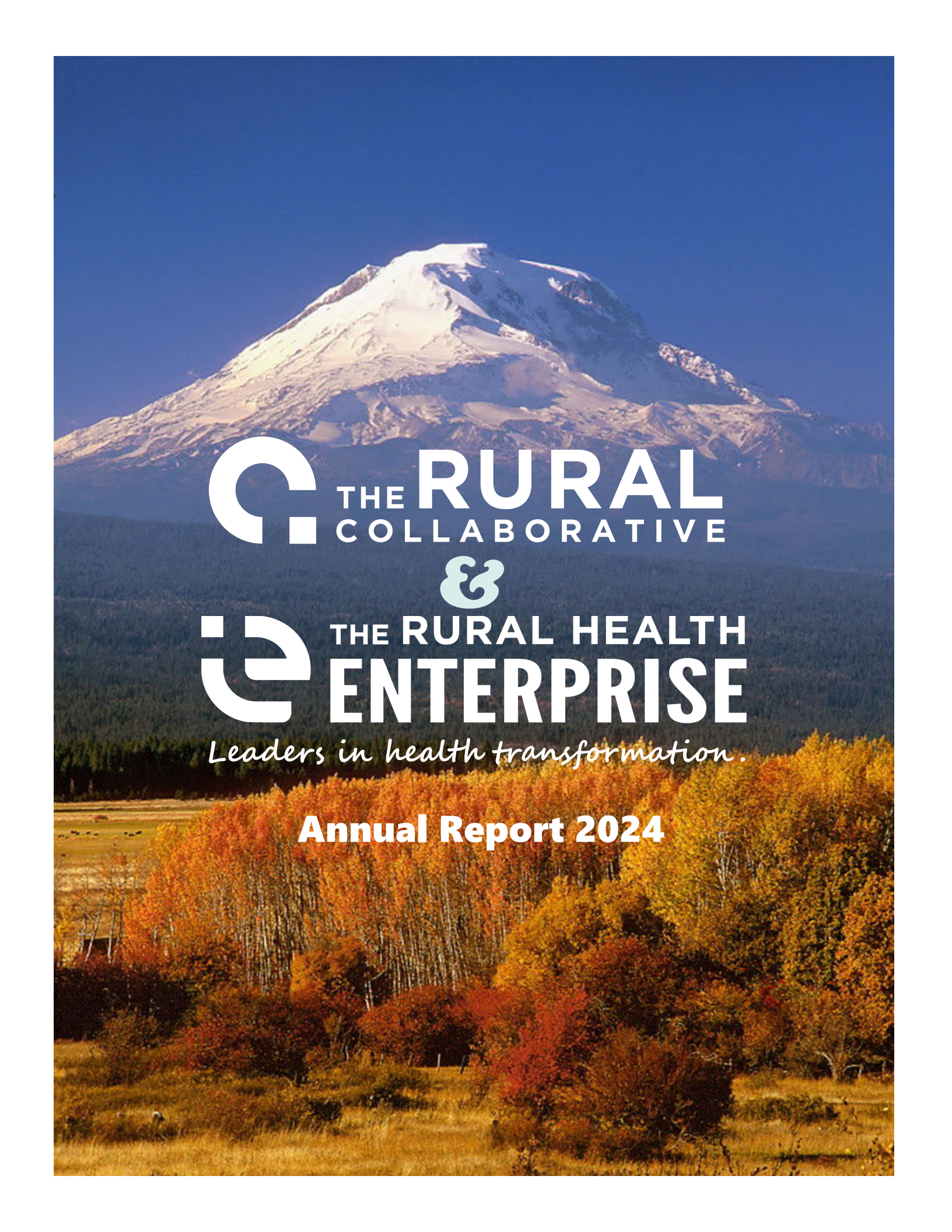




 **THE RURAL**
COLLABORATIVE



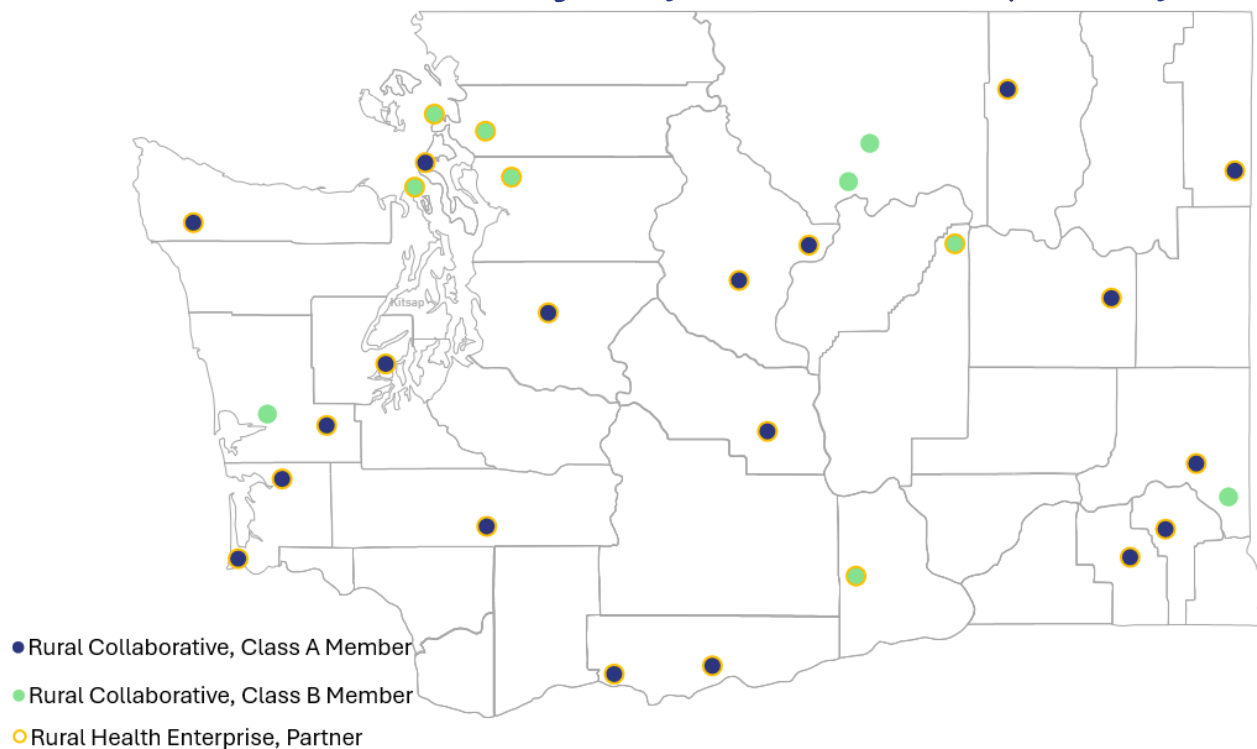
 **THE RURAL HEALTH**
ENTERPRISE

Leaders in health transformation.

Annual Report 2024



Our Members and Partners



Our Board of Directors

Renee Jensen, Chair – Snoqualmie Valley Health
 Matt Kempton, Officer – Willapa Harbor Hospital
 Elise Cutter, Officer – Island Health
 Tyson Lacy, Officer – Lincoln Hospital & Clinics
 Elya Prystowsky, General Representative – The Rural Collaborative
 Rob Mach – Arbor Health
 Diane Blake – Cascade Medical
 Shane McGuire – Columbia County Health System, Dayton General Hospital
 Kelly Hughes – Coulee Medical Center
 Jennifer Reed – Ferry County Health
 Heidi Anderson – Forks Community Hospital
 Mat Slaybaugh – Garfield County Hospital District
 Mike Glenn – Jefferson Healthcare
 Jason Adler – Kittitas Valley Healthcare
 Jonathan Hatfield – Klickitat Valley Health
 Aaron Edwards – Lake Chelan Health
 Eric Moll – Mason Health
 Kim Manus – Newport Hospital & Health Services
 Merry-Ann Keane – Ocean Beach Health
 David Rollins – Prosser Memorial Health
 Brian Ivie – Skagit Regional Health
 Matt Kollman – Skyline Health
 Josh Martin – Summit Pacific
 Nathan Staggs – WhidbeyHealth
 Hank Hanigan – Whitman Hospital & Medical Clinics

Eric Moll, Chair – Mason Health
 Aaron Edwards, Vice Chair – Lake Chelan Health
 Jennifer Reed, Secretary/Treasurer – Ferry County Health
 Rob Mach, At-Large – Arbor Health
 Josh Martin, Past Chair – Summit Pacific
 Diane Blake – Cascade Medical
 Shane McGuire – Columbia County Health System, Dayton General Hospital
 Heidi Anderson – Forks Community Hospital
 Mat Slaybaugh – Garfield County Hospital District
 Jason Adler – Kittitas Valley Healthcare
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 Renee Jensen – Snoqualmie Valley Health
 Nathan Staggs – WhidbeyHealth
 Hank Hanigan – Whitman Hospital & Medical Clinics
 Matt Kempton – Willapa Harbor Hospital



Why We're Here

The Rural Collaborative (TRC) and the Rural Health Enterprise, LLP (RHE) are two mission-driven organizations united in our commitment to advancing rural health. Founded by and for rural hospitals, we are deeply rooted in the communities we serve. We believe in our mission, vision and purpose, and we work hand in hand to provide exceptional services to rural hospitals, with both organizations leveraging our unique strengths.

The Rural Collaborative

	Mission: We defend, create and design the future of rural health care through collective strategy and action.		Values: Integrity Synergy Commitment Innovation
Purpose: To support Collaborative members to better serve their communities, overcome the challenges, take advantage of the opportunities that a collective provides, and to speak with one rural voice.		Vision: To accelerate the advancement of rural healthcare.	

The Rural Health Enterprise

	Mission: To create Independence through Interdependence by providing unparalleled value to rural health providers through exceptional services at competitive prices.		Values: Exceptional Value Unwavering Integrity
Purpose: Strengthen rural health by leveraging our collective power.		Vision: To become the “go to” resource that all rural health providers can depend upon and enable rural health providers and The Collaborative to thrive.	

Members' Impact in Washington State

There's more to Washington State than the city of Seattle! Our rural partners care for Washingtonians living on the far reaches of our coastlines and islands, up in our evergreen mountains, across our rugged farms and frontiers, and everywhere in between!



Patients Served
772,395



Babies Delivered
4,138



Jobs Created
12,428



The Economic Side

Gross Revenue
\$5,865,202,270

Grant Dollars Received
\$23,852,632

Net Patient Services Revenue
\$2,340,370,663

Charity Care Provided
\$57,737,886

Outpatient Visits
2,346,329



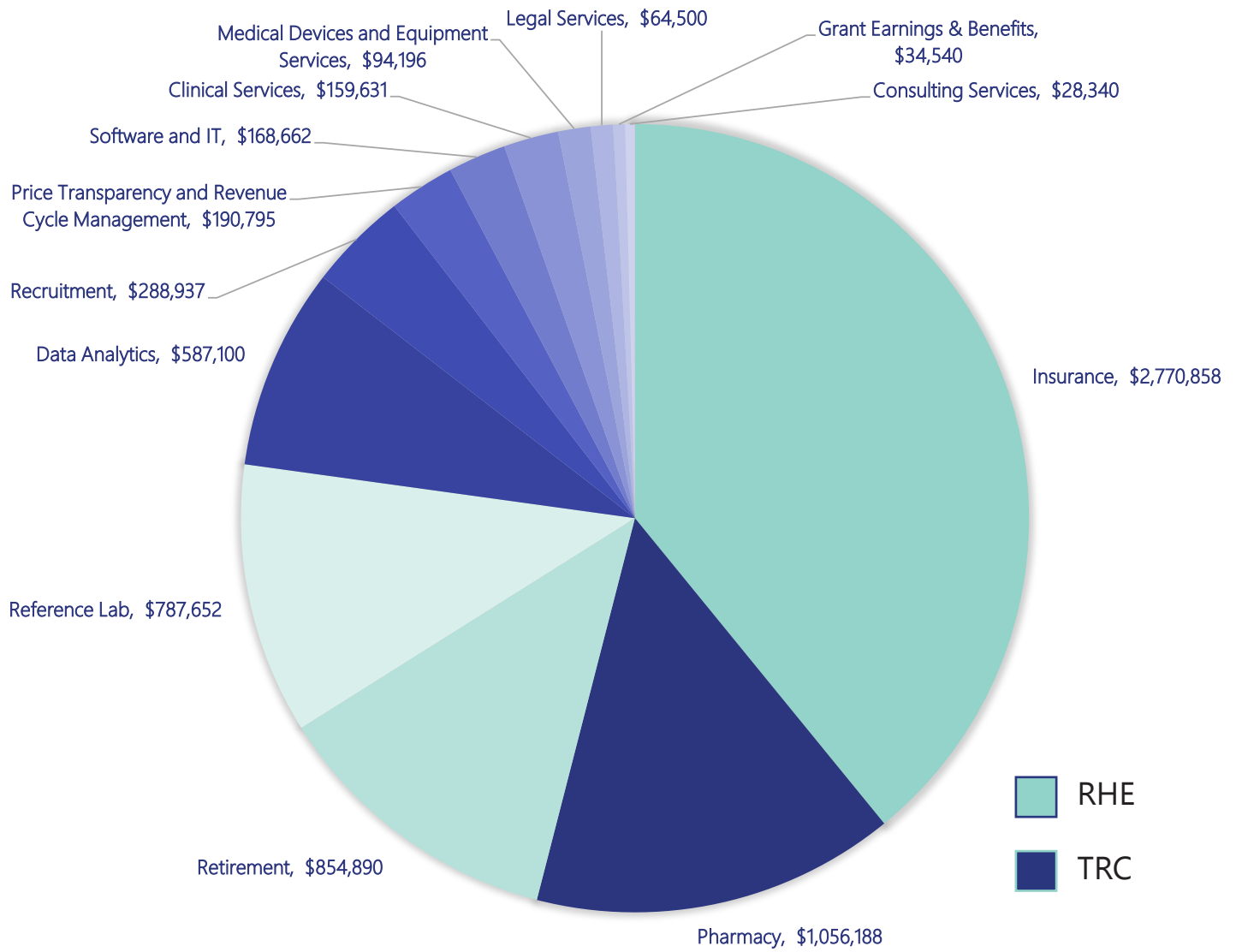
Laboratory Tests
3,087,419



Care Providers
5,585



Member Savings and Benefits



Savings and benefits are calculated each year through a combination of program benefits, rebates, savings realized through joint contracts, and grants. While the amounts change each year, we are determined to ensure our hospital systems get the best deals and return on investment possible!

Total Savings and Benefits: \$7,086,289



RHE Savings & Benefits
\$4,258,433

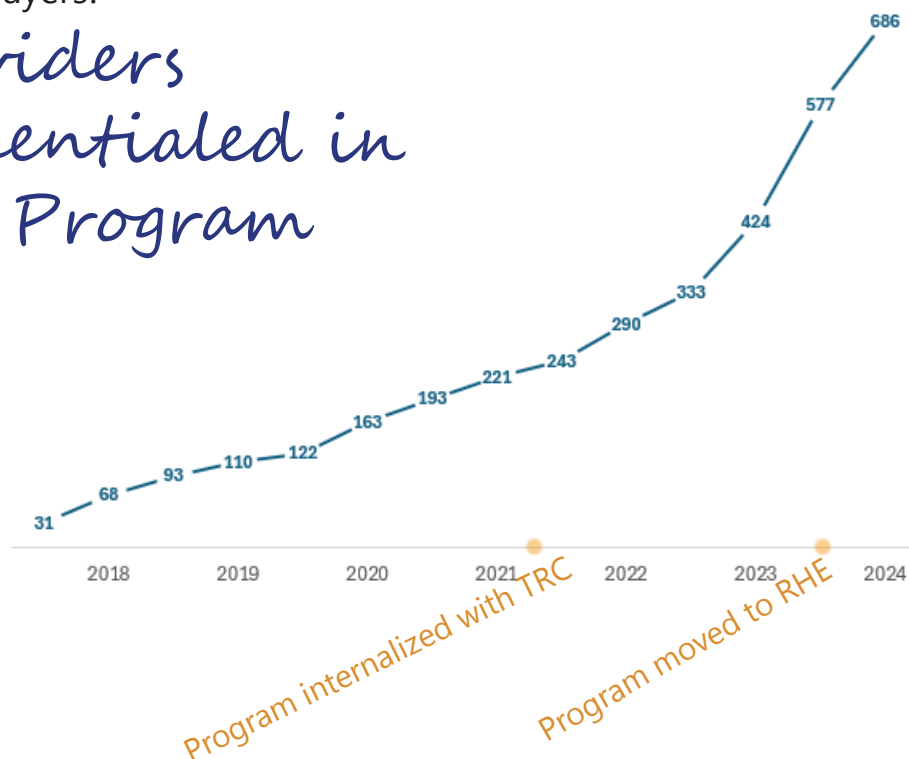


TRC Savings & Benefits
\$2,827,856

The Credentialing Program

The Rural Collaborative has had a Credentialing program for our member hospitals since 2018. Delegated Credentialing is when an organization is authorized by a payer to perform credentialing in-house on their behalf. The delegated health care entity is responsible for evaluating practitioners' qualifications and making credentialing decisions. Originally housed with Snoqualmie Valley Health, we pulled the program into the Rural Collaborative in 2022. In 2024, we transferred credentialing to the Rural Health Enterprise. Internalizing our Credentialing Program has allowed us to rapidly grow, both in terms of credentialed providers and by adding payers!

Providers Credentialed in Our Program



Looking to the Future...

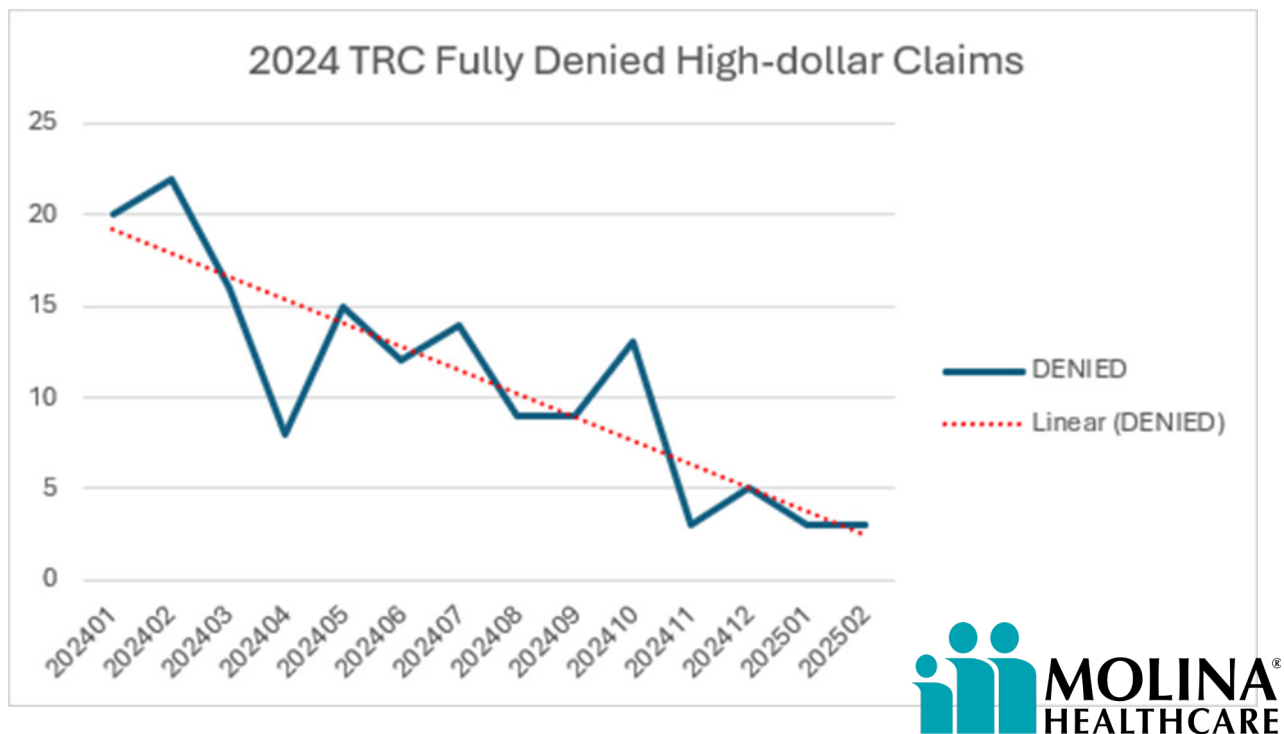
In 2024, we were delegated with 14 payers. In 2025, we are looking to add three more!

We also boast a 30-day average turnaround for our credentialing files. In 2025, we are working to modernize and increase efficiency through updated software, allowing us to increase our capacity without compromising our stellar service!



Rural Payer Strategy

We heard you! Denied claims are a significant burden to our hospitals. To address it, we created the **Administrative Simplification Initiative (ASI)**, which evolved throughout 2024 through our partnership with Molina Healthcare. We created a consolidated denial dashboard and held educational sessions for revenue cycle staff to reduce claim denials. An initial focus on high-dollar claims, defined as charges greater than \$50,000, resulted in the notable decrease in denials (see graph below). We are now expanding to additional Managed Medicaid organizations!



Payer Contracting: While our team was able to assist several members with individual negotiations, we also completed joint negotiations with:

- Wellpoint for their new core agreement
- Regence and TriWest for the TriCare service line
- US Family Health Plan for their TriCare line of business
- TriWest for their CMS Certified Number Core agreement

Payer Data: TRC executed a contract with TREK Health to obtain payer pricing transparency data. TRC members also began submitting data to the WSHA-sponsored Hyve Vitality Index. These data sources are foundational for our work in 2025!



Team selfie at the Lake Chelan Health site visit.



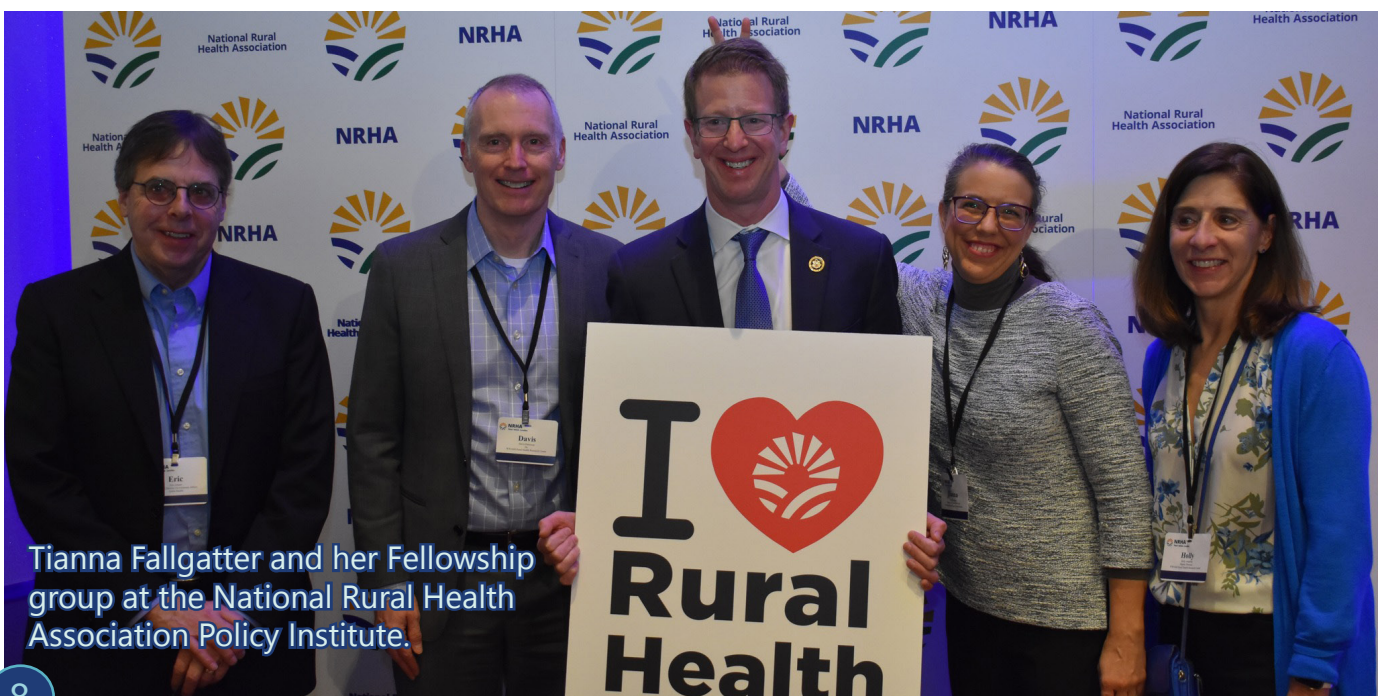
Elya poses with Ron Bennett at the Snoqualmie fundraiser for enhanced mammography equipment.



Merry-Ann Keane joins the panel at the Access to Rural Reproductive Health Convening.



CFOs strike a pose at the 2024 in-person meeting at Summit Pacific.



Tianna Fallgatter and her Fellowship group at the National Rural Health Association Policy Institute.

Breast Cancer Screening Campaign

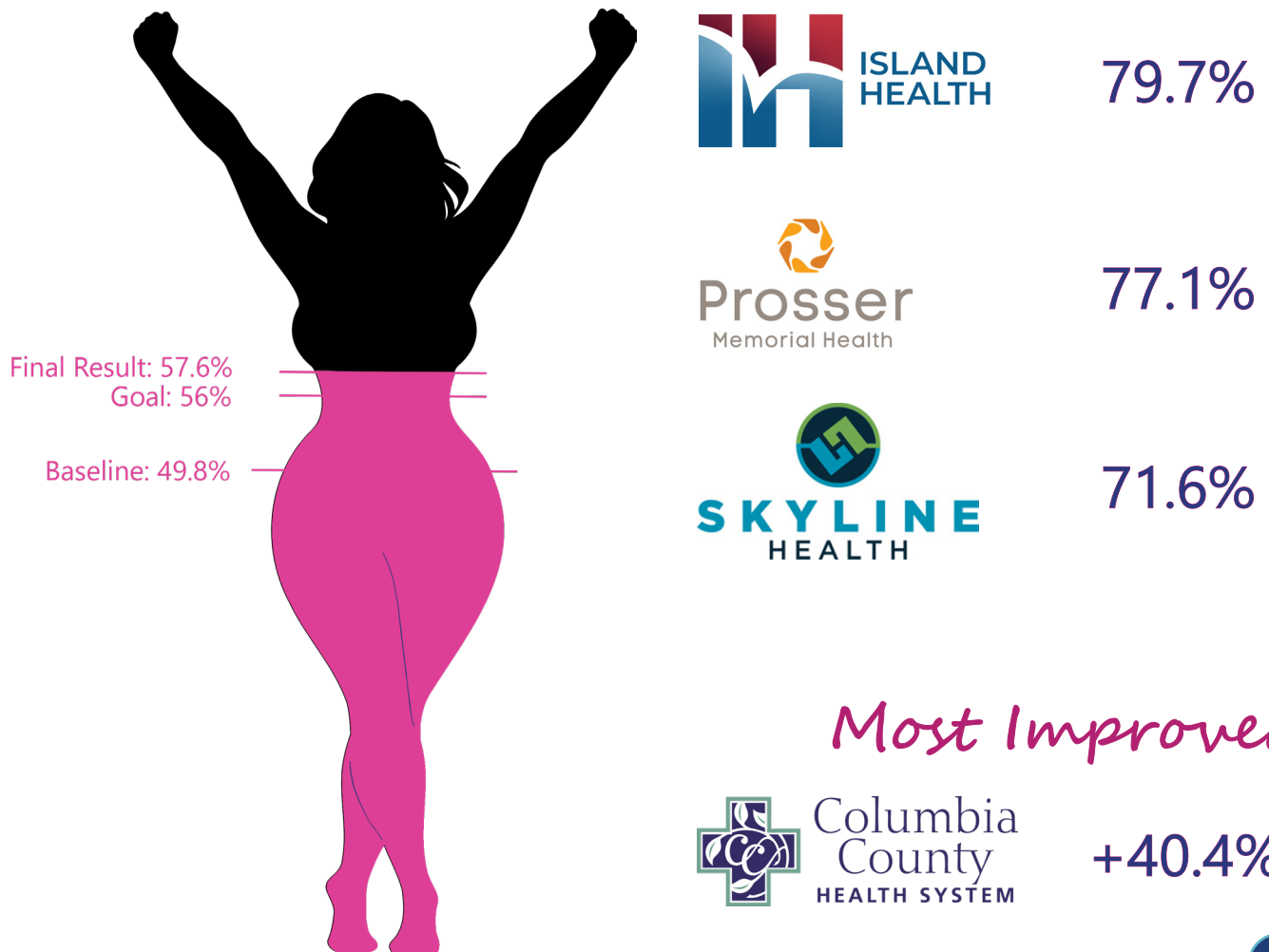
Being a part of the Rural Collaborative provides member hospitals the unique opportunity to share data and work together to improve our metrics. In 2024, with the help of our Quality Committee, we decided to team up to raise our collective breast cancer screening rate. We ended 2023 with a combined screening rate of 49.8%. Through our shared learning, messaging, and focus, we were able to increase that rate to 57.6% in 2024!

By the Numbers

7102 additional mammograms completed

190 abnormal cases detected (estimated)

Highest Screening Rates





The **Washington Healthcare Staffing Network (WHSN)** started out with a simple idea: connecting compassionate, motivated clinical staff with the hospitals that need them the most. For healthcare workers, WHSN offers a chance to work and play in an array of charming rural settings. For hospitals, WHSN streamlines staffing, reducing administrative burdens, and opens access to a broader network. 2024 was all about building the foundation of our contract, per diem, and internal resource pools. In 2025 and beyond, we will focus on developing and maintaining a specialized network of healthcare professionals with a genuine interest in rural practice, bringing in candidates who are skilled and committed to serve in these communities.

Current Map



For the most up to date information, check in with us at <https://wahealthcarestaffing.net>

Meet the Team



All of the accomplishments that you see in this 2024 Annual Report are made possible by our incredible, dedicated team!

From TRC

Elya Prystowsky
Maggie Moore
Tianna Fallgatter
Madison Steingruber
Kaley Eastman
Angie Chan

Contracted Talent

Jac Davies
Brad Becker

From RHE

Leslie Hiebert
Charis Weis
Danielle White
Julie Miller
Debbie Wallewein
Peter Obert
Sara Wiggins
Nancy Turcios



Letters from Leadership



As we reflect on the past year, I'm proud to share some exciting milestones that speak to the strength and commitment of our collaboration.

First, we're thrilled to report that we've maintained our services and member savings without increasing member dues—a testament to responsible stewardship and our dedication to delivering value to our members. We also made a concerted effort to connect more in 2024 by visiting each of our members in person.

A standout project this year was our Breast Cancer Screening Campaign, a multi-organization initiative to raise the screening rates of our members. And we did, from 49.8% to 57.6%! This life-saving work is something we're especially proud of.

Finally, we launched several new committees, expanding opportunities for collaboration among our network.

I would say we hit the bullseye this year! We thank you all for your continued trust and engagement. We are excited for what lies ahead, and glad to have you with us on the journey.

Elya Prystowsky

2024 was the first full year of operations for the Rural Health Enterprise. We are so proud of what we've achieved with the support of our partners. Thank you!

One of our major milestones for 2024 was laying foundation for our staffing program, Washington Healthcare Staffing Network (WHSN). Already in 2025, we are seeing it take off! Finding high-quality temporary staff remains a critical challenge for rural hospitals, and we're thrilled to be delivering meaningful solutions. Looking ahead, we plan to expand WHSN to include locum tenens providers and additional physician specialties—so stay tuned!

As we continue to negotiate contract savings, we are excited to offer services to hospitals outside of the Collaborative membership. Vendors recognize both the immediate value and long-term potential of working with a collective. That has powerful implications for our partners. Everyone benefits from the additional volumes and savings tiers!

I have spent 30 years working in rural health care. We know how hard it is, which makes us even more passionate about doing all that we can to support rural healthcare and the communities they

12 serve.

Leslie Hiebert





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