



Annual Report 2025

**Arbor
Health**

KVH
Kittitas Valley Healthcare
Your Home for Health



**PULLMAN
REGIONAL
HOSPITAL**



CASCADE MEDICAL
PARTNERS IN YOUR HEALTH

Skagit  Regional Health



**Columbia
County**
HEALTH SYSTEM



KVH
Klickitat Valley Health



**SKYLINE
HEALTH**



**COULEE
MEDICAL
CENTER**

LINCOLN HOSPITAL
Davenport | Wilbur | Reardan & CLINICS



*Neighbors
for Life!*



**Snoqualmie
Valley Health**



**East Adams Rural
Healthcare**



**LAKE CHELAN
HEALTH**



SUMMIT PACIFIC®



Ferry County Health



Mason Health

Mason General Hospital • Mason Clinic



**Forks
Community
Hospital**



**MID-VALLEY
HOSPITAL & CLINIC**



**Garfield County
Hospital District**
Caring for Generations



**Othello
Community
Hospital**



Prosser
Memorial Health



WhidbeyHealth



HRH Health



**WHITMAN
HOSPITAL &
MEDICAL
CLINICS**



**ISLAND
HEALTH**



**OCEAN BEACH
Health**



**Jefferson
Healthcare**

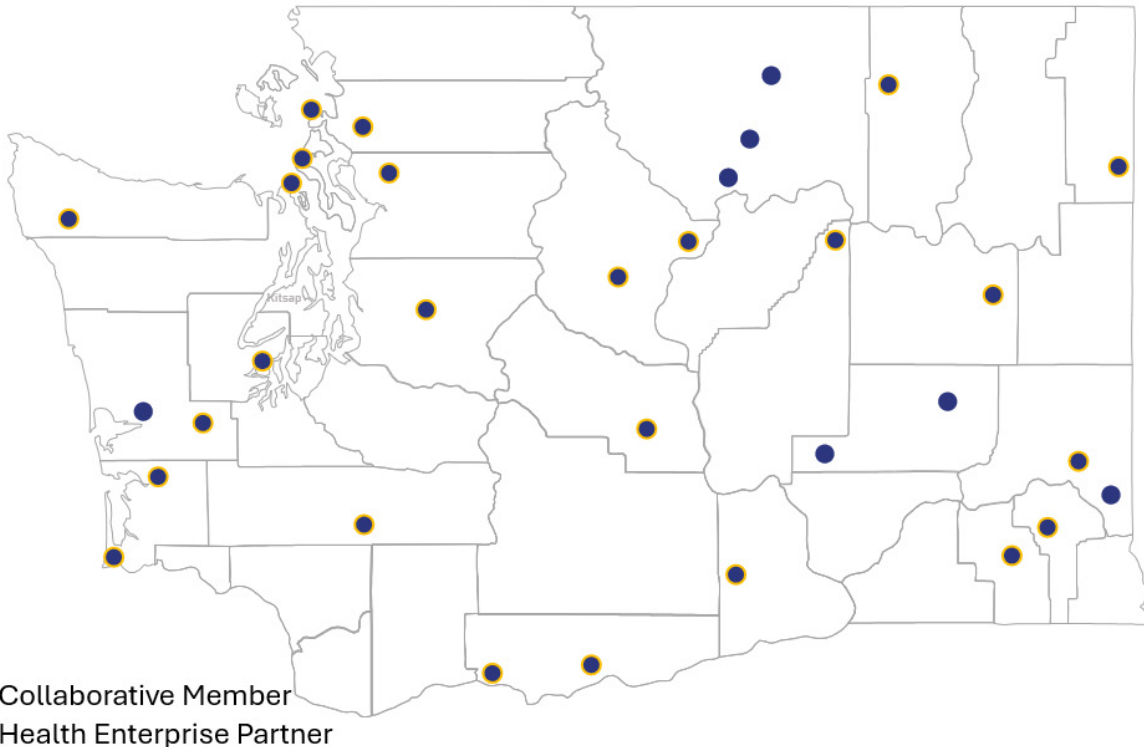


**THREE RIVERS
HOSPITAL**



**Willapa Harbor
Hospital**

Our Members and Partners



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 secret sauce of the collaborative is CEO engagement — leaders who are willing to roll up their sleeves and contribute. In rural healthcare, where the challenges are real, we succeed because we are invested in each other's communities, not just our own."

*Renee Jensen , CEO of
Snoqualmie Valley Health*

The Rural Collaborative



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.

Mission:

We defend, create and design the future of rural health care through collective strategy and action.



Vision:

To accelerate the advancement of rural healthcare.

Values:

Integrity
Synergy
Commitment
Innovation



The Rural Health Enterprise



Purpose:

Strengthen rural health by leveraging our collective power.

Mission:

To create Independence through Interdependence by providing unparalleled value to rural health providers through exceptional services at competitive prices.



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.

Values:

Exceptional Value
Unwavering Integrity



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!



Over 1 Million Patients Served per Year!



Babies Delivered
3,710



Jobs Created
14,295



The Economic Side

Gross Revenue
\$5,674,919,185

Grant Dollars Received
\$23,629,758

Net Patient Services Revenue
\$2,243,638,259

Charity Care Provided
\$63,239,699

Outpatient Visits
1,694,436



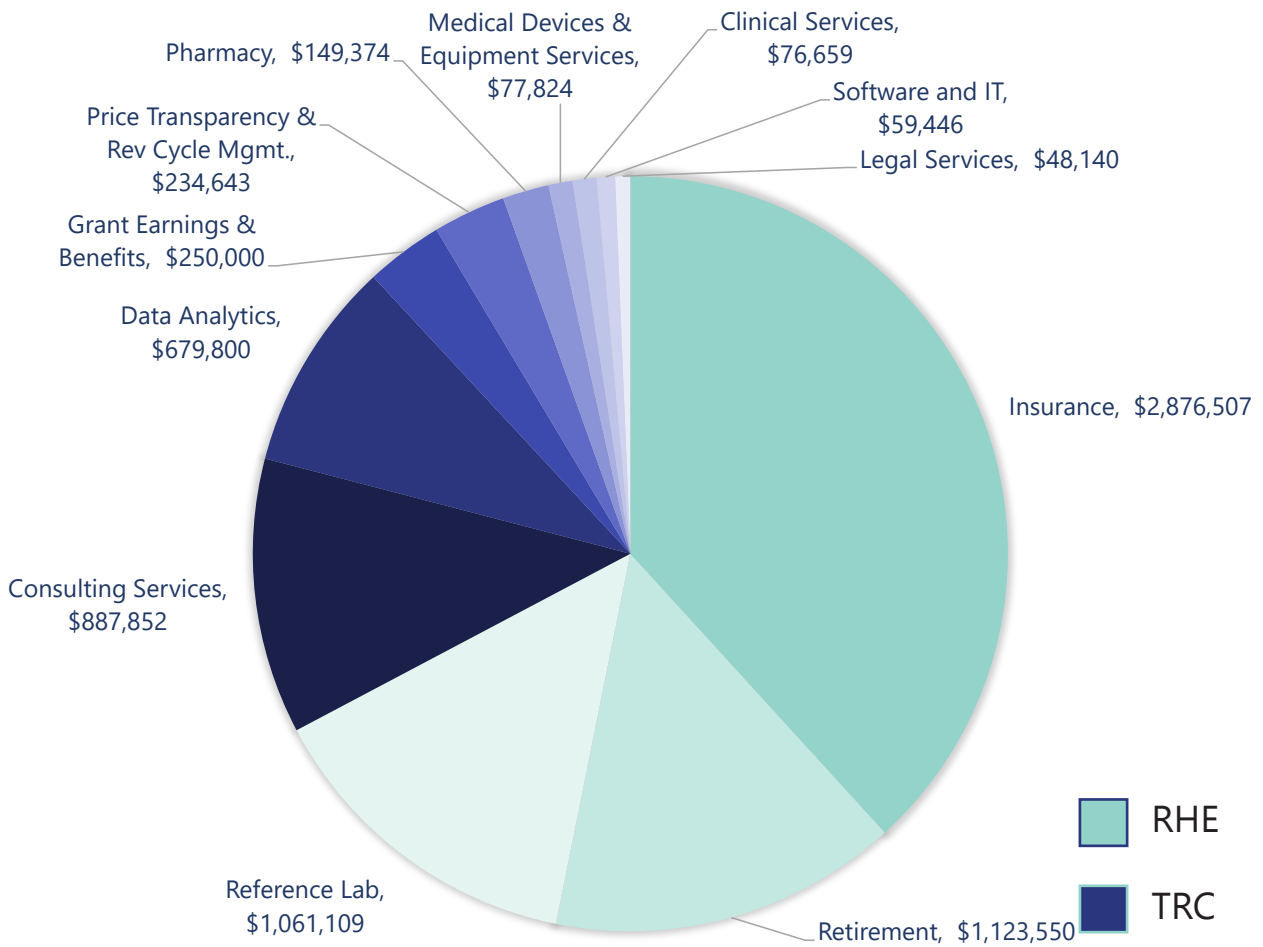
Laboratory Tests
3,973,470



Care Providers
6,641



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: \$7,524,905



RHE Savings & Benefits
\$5,061,167



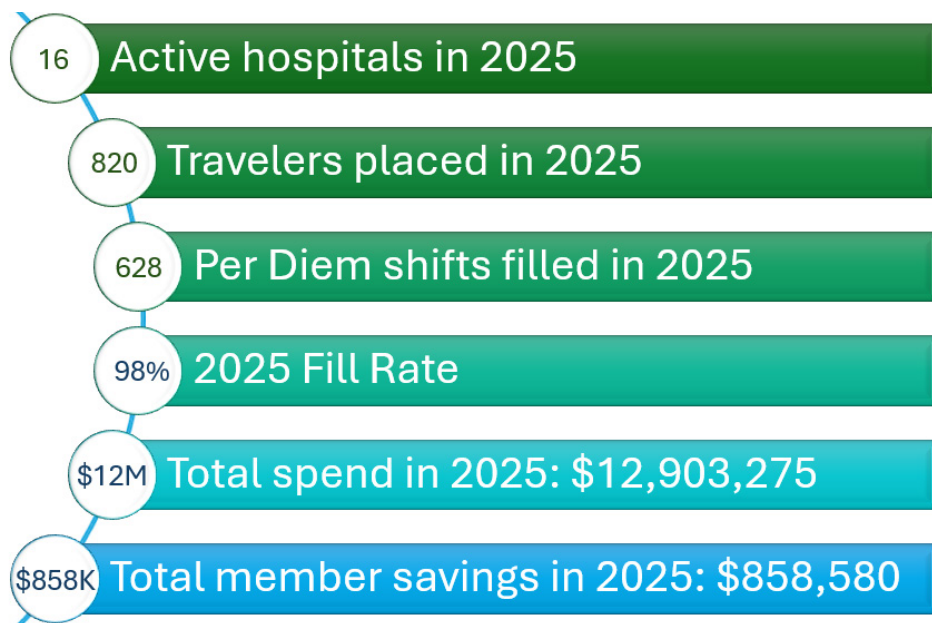
TRC Savings & Benefits
\$2,463,738



Our Premier Staffing Network Keeps Growing!



Farm in Klickitat County



For the most up to date information, follow us on our social media accounts!

<https://www.facebook.com/WaHealthcareStaffing/>

<https://www.instagram.com/wahealthstaffingnetwork/>

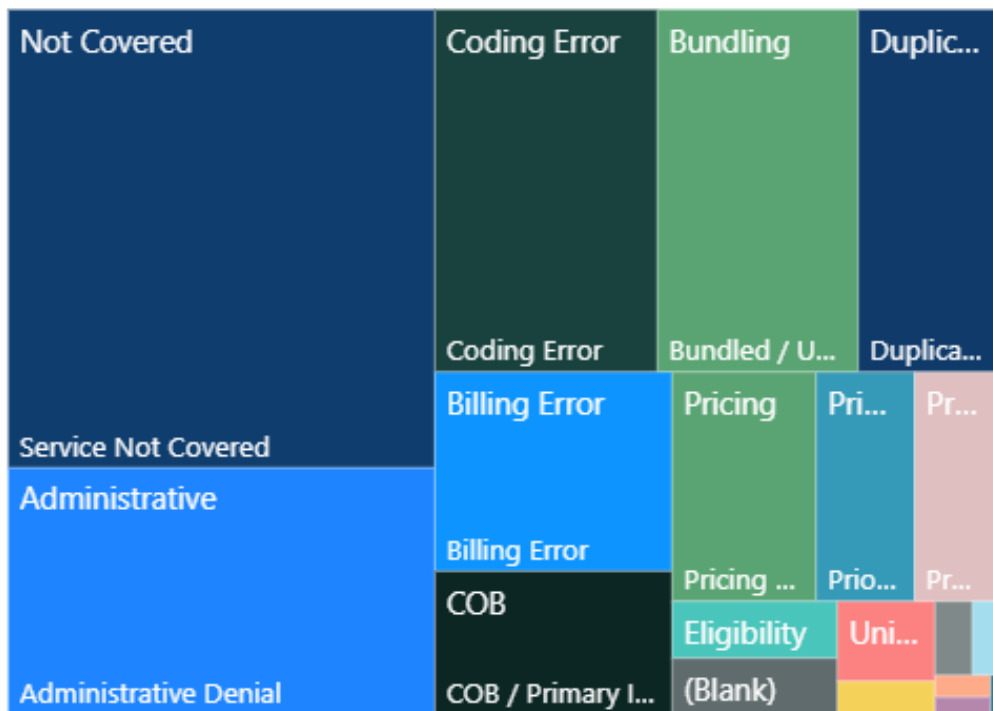
"Moving from juggling 10+ agency contracts to working with WHSN has made a big difference for KVH operations and department leader job satisfaction. No longer are leaders individually and constantly negotiating rates, terms, etc. That is work WHSN does for us. Having one place for contracting, pricing, invoicing, and staffing data has simplified everything and given us much better visibility and control over our agency labor."

Jason Adler, CEO of Kittitas Valley Healthcare

Rural Payer Strategy

Our goal is to help members operate stronger, negotiate smarter, and deliver better outcomes for the communities they serve, while maintaining independence. Denied claims are a significant burden to our hospitals. To address it, we expanded our efforts to reduce administrative burden in Medicaid Managed Care contracting to include all five plans. We created a consolidated denial dashboard. We provided education to business office staff to reduce claim denials.

Total Claims by Denial Category & Reason



Screenshot of part of the consolidated denial dashboard.



This graph represents the data for 3 MCOs, with 56,148 denied claims. It was taken in February 2026.

TRC partnered with TREK Health and Hyve Vitality Index to give us the tools we need for network-level performance and payer leverage.

Key Performance Indicator	1/1/2025	12/31/2025	Absolute Change	Percent Change	Status
First Pass Yield (%)	73.6%	81.2%	7.6%	10.3%	
Full Denial (\$)	\$ 8,880,594	\$ 5,294,940	\$ (3,585,654)	-40.4%	
Full Denial Value (%)	8.0%	4.0%	-4.0%	-49.9%	
Full Denial Volume (%)	5.1%	3.0%	-2.2%	-42.1%	

KPI information from the Hyve Vitality Index





HCA Director visits Mason Health

"By coming together through the Rural Health Enterprise and Rural Collaborative, we've turned purchasing into a powerful force for good—transforming shared strength into better care for every patient we serve."

Elise Cutter, CEO of Island Health



Team members attend the Mason Health luncheon to raise funds for MRI machine.

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. Since 2024, members have teamed up to raise our collective breast cancer screening rate. Through our shared learning and focus, we were able to increase our rate from 49.8% in 2023 to 64% as of December 2025!

Highest Screening Rates

84.4%



74.5%



73.2%



Elya and Chelsea MacIntyre of Willapa Harbor Hospital celebrate our breast cancer screening rate and her 40th birthday!



Most Improved



+32.3%

Letters from Leadership



When rural leaders come together with purpose, the results are magic. Collaboration, as it turns out, is its own kind of medicine: it makes health systems stronger, finances more resilient, and communities healthier.

In 2003, five rural hospital CEOs gathered around a table with a shared conviction: that rural communities deserved better, and that together, they could build it. What they created became The Rural Collaborative.

More than two decades later, that conviction has grown into something remarkable. TRC now serves 31 rural hospitals, which together serve over one million Washingtonians. In 2025, members achieved a return on investment of 10 to 1, with net savings of \$6,818,572. Our portfolio includes nearly 30 contracts and programs, each with its own ROI or direct member benefit.

But the numbers only tell part of the story.

“The biggest reason we come together is each other,” one member CEO told us. Another said it plainly: “If one rural community loses healthcare access in Washington, then we have all failed.” These are not aspirational words. They are commitments that show up in shared strategy, and in the daily decisions that keep rural health systems strong and independent.

I am also proud to share that The Rural Collaborative was invited to partner on Washington State’s Rural Health Transformation Program. This recognition reflects what our members have built together, and the trust they have earned. It happened because of the leaders, board commissioners, clinicians, and staff who show up each day with commitment and care.

Thank you. It continues to be an honor to serve you.

Dear Members and Partners,

As we reflect on the past year, we are proud of the tremendous growth and progress the Rural Health Enterprise (RHE) has achieved. Our purpose remains clear: to strengthen rural health by leveraging our collective power. This year, that collective power was on full display.

RHE experienced significant growth in both programs and services, driven largely by our members' willingness to be early adopters, actively participate in contracts, and bring additional volume to our initiatives. As participation increased, we achieved improved pricing and enhanced value for all members. Another area of exceptional growth has been our staffing program. Demand for staffing solutions has expanded significantly, creating new opportunities to support rural healthcare organizations facing workforce challenges. The program's success reflects the trust members place in RHE to deliver meaningful solutions that address critical operational needs. Thank you for your trust as we continue to expand this program in 2026.

Our members have not only embraced participation opportunities but have also become deeply involved in shaping our future. A prime example was the recent Group Purchasing Organization (GPO) selection process. Through the collective support, expertise, and engagement of participating hospitals, we successfully completed a comprehensive evaluation and selection process in a remarkably short timeframe. We are excited to have partnered with CHC/HealthTrust and look forward to the value this relationship will bring to our members. This accomplishment demonstrates what can happen when rural healthcare leaders come together with a shared purpose and commitment.

The results continue to confirm what we have believed from the beginning - leveraging our collective power works. The success of the past year would not have been possible without the dedication of our members, board leadership, business partners, and staff. Your willingness to engage, collaborate, and invest in shared solutions continues to strengthen rural healthcare across our communities. Together, we are proving that independence through interdependence is more than a concept - it is a model that creates measurable results for rural healthcare.

Leslie Hiebert



Meet the Team



All of the accomplishments that you see in this 2025 Annual Report are made possible by our incredible, dedicated team!

From TRC

Elya Prystowsky
Maggie Moore
Tianna Fallgatter
Madison Steingruber
Kaley Eastman
Angie Chan
Rachel Price
Josh Miller
Emily Conner



From RHE

Leslie Hiebert
Charis Weis
Danielle Sandas
Peter Obert
Sara Wiggins
Catherine Boyle
Melissa Simpson
Naz Bell
Elizabeth Anton
Cherice Martin
Trishea Flanary
Jen Wilson

Contracted Talent

Jac Davies, Brad Becker, Edie Dible, and Garry Skinner



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