November 16, 2012

Manisha Patel
Project Manager
Arizona Strategic Enterprise Technology Office
State of Arizona
100 North 15th Avenue, Suite 400
Phoenix, AZ 85007

This letter shall serve as the required cover letter as set forth in the requirements for Grant Application under the ASET Grant program. We have attached for your consideration the required information as part of the Grant application program in behalf of the following organization(s).

Organization Name: **Symphony of Mesa and Springdale Village**

Contact: **Blake Gillman, Executive Director**
                        3130 E. Broadway Rd.
                        Mesa, AZ 85204
                        Phone: 480-924-7777 ext. 102
                        bgillman@springdalecares.com

Executive Sponsor: **Blake Gillman, Executive Director**

Date of Application: **November 16, 2012**

Total Grant Requested: **$40,385.00**

Brief Overview:
The purpose of the grant request will be to research, develop and implement a connection to the current existing health information exchange options available in the market today. Since our current operations provide services to a large number of underserved individuals, we believe the grant will provide us an opportunity to connect to existing data sources in order to provide and receive health information electronically. By doing so, we can then begin to build a platform that will provide us with an opportunity to connect our electronic health record to a statewide HIE in the near future, thus allowing for a more seamless sharing of health record data.

Thank you for your consideration on this matter.

Regards,
Blake Gillman
Executive Director

Springdale/Symphony Grant Application

Project Description & Collaborative Structure

Springdale Village and Symphony of Mesa (collectively referred to throughout the application as Springdale/Symphony) are two long term care organizations that are jointly owned and managed by NuCare, a long term care company based in Chicago, IL. NuCare has a total of 28 facilities around the country. Springdale Village (Springdale) is the premier continuum of care community in East Mesa. The facility is distinguished from all others by the full range of care and services provided, including short-term transitional rehabilitation, skilled nursing, assisted living and independent living. Both the skilled nursing facility and the assisted living at Springdale provide services to the residents who are covered by the Arizona Health Care Cost Containment System (AHCCCS) and the Arizona Long Term Care System (ALTCS). Symphony of Mesa (Symphony) is considered a super skilled nursing facility (super SNF) because of the advanced procedures it is able to perform on site. Symphony is the premier East Valley provider of sub-acute and rehabilitation services with state-of-the-art technologies that assist the residents with a pathway to a better life. This facility is geared towards patients who are in need of a complex recovery protocol, which include in-house programs for hemodialysis, pulmonary care including ventilator and tracheotomy care, cardiac rehab recovery and aggressive post-acute rehabilitation. Both Springdale and Symphony serve a high population of underserved individuals. On average, 50% of the patients served in each facility are on AHCCCS or ALTCS. Additionally, a few patients from the nearby Native American reservations (Sacaton, Pima, etc.) are cared for in the facilities.

Springdale/Symphony is proud to have very sophisticated facilities, but one area where the organization would like to improve is in its health IT adoption and implementation, as well as the exchange of information electronically. Separate from this application, Springdale/Symphony is preparing for the "go live" of their new electronic health record (EHR) system in the first and second quarters of 2013. The entities will be implementing PointClickCare (PCC), the gold standard EHR for long term care facilities. The goal for this grant project would be to develop a comprehensive HIE strategic plan for the organization and subsequently to implement, at minimum, the first phase of HIE solutions in both the Springdale and Symphony locations.

The key health care entities that Symphony and Springdale Village would like to exchange patient information electronically with include Sonora Quest Laboratories, multiple areas hospitals (Banner Health, Mountain Vista, Promise Hospital, St. Joe's Hospital, Kindred Hospital) and a handful of specialists in the area (including cardiologist, nephrologist and pulmonologist). Health information exchange (HIE) capabilities between Springdale/Symphony and these key health care organizations currently are very limited and occur via paper delivery, fax or are non-existent. Lab orders and results are delivered via fax between Springdale/Symphony and Sonora Quest Laboratories. Additionally, the process of getting the necessary information about a patient who is being discharged from a local hospital and admitted to Springdale or Symphony is inefficient, cumbersome and lengthy. For example, if a patient is discharged from a nearby Banner Health hospital, Springdale/Symphony can access some of the patient's information via Banner's e-discharge referral system. However, this information is often not complete, so Springdale/Symphony employees often have to coordinate with Banner to receive additional documentation via fax or via paper delivery with the patient. This additional coordination with the hospital can often delay the discharge process, which in addition to the inefficiency of the process, leads to decreases in patient satisfaction.

Through this project, Springdale/Symphony would like to receive summary of care records, including discharge notes, progress notes, medications and lab results, when one of their residents is discharged from a local hospital and admitted to their facility. Additionally, with the majority of Springdale/Symphony lab orders processed via Sonora Quest Laboratories, developing and implementing a way to send orders and receive the results for these orders electronically would greatly benefit the organizations. Planning for and implementing solutions to address both of these requests would create significant efficiencies for Springdale/Symphony and would increase the coordination of care for their entire resident population, including:

- Springdale/Symphony employees would spend less time tracking down patient information from the hospitals, allowing them to have time for other important activities
- Lab orders and results, if exchanged electronically, would be incorporated directly into the facility's EHR, allowing all patient information to be in one place for care coordination purposes
- Developing a comprehensive HIE strategic plan will also prepare the facilities for participation in longer term care coordination initiatives, such as accountable care organizations
- Establishing appropriate protocols and formats for integration with the future EHR system implementation will assure that patient records are shared with the appropriate strategic partners

Given the strategic needs of Springdale/Symphony that have been identified through the application process, it is anticipated that the first phase of implementing the HIE strategic plan will include two HIE solutions: Direct Exchange and access to the Health Information Network of Arizona (HINAz) virtual health record. These solutions will be further vetted during the strategic planning process, however, this application is created with these possible solutions in mind.

Symphony of Mesa will serve as the fiscal agent on this grant project and Blake Gillman, the director of operations for both Symphony and Springdale will be the project lead. Blake's resume is attached to this application.

Project Work Plan

The project work plan will be divided into two phases:
1) *Health information exchange strategic plan development*
   a. <u>Purpose</u>: Identify the electronic health information sharing needs of Springdale/Symphony and develop solutions for the identified needs, including identification of the functional and technical requirements of the recommended solutions.
   b. <u>Goal</u>: Develop a comprehensive health information exchange strategic plan for both Springdale and Symphony facilities, based on needs, priorities and requirements identified.
2) *Health information exchange implementation*
   a. <u>Purpose</u>: Improve care coordination of Springdale/Symphony patients through the use of health information exchange.
   b. <u>Goal</u>: Plan, negotiate, develop and implement at least one health information exchange solution from the Springdale/Symphony HIE strategic plan, including interface development and implementation, if required.

The key activities associated with each phase of the project, including a brief description of each activity, the key resources responsible for the activity and the target date for completion, are listed in the tables below. All reports and other requirements of the grant will be incorporated into the timeline, once the award is made and the details of those requirements and associated deadlines are known.

HIE Strategic Plan Development			
Activity	Outcome/Goal	Resources	Target Completion
Initial planning meeting with applicant and HIE consultants	Reconfirm project goals, introduce all team members, review project activities and timeline	REC consultants, project lead, IT lead, facility administrators	January 15, 2013
Conduct HIE readiness assessment for Springdale/Symphony	Identify current health information technology (HIT) and HIE adoption status, identify gaps and solutions	REC consultants, project lead, IT lead, administrators, directors of nursing	January 31, 2013
Meet with key Springdale/Symphony stakeholders	Confirm possible HIE strategies for connecting with key stakeholders	REC consultants, project lead, IT lead	February 28, 2013
Discuss possible HIE solutions	Recommend HIE solutions and receive feedback	REC consultants, project lead, IT lead, administrators, directors of nursing	February 28, 2013
Identify functional and technical requirements	Prioritize needs versus wants for data exchange	REC consultants, project lead, IT lead, administrators	March 1, 2013
Draft HIE strategic plan	Consolidate solutions and plans for implementation into concise document	REC consultants	March 8, 2013
Review HIE strategic plan and provide feedback	Springdale/Symphony to review and provide feedback to consultants	Project lead, IT lead, administrators, directors of nursing	March 15, 2013
Finalize HIE strategic plan	Confirm final HIE solutions and plan/timeline for implementation	REC consultants	March 29, 2013

HIE Implementation			
Activity	Outcome/Goal	Resources	Target Completion
Sign-up for HIE solution(s) and pay associated fees	Secure HIE solution(s)	Project lead, IT lead	April 12, 2013
Conduct workflow redesign related to HIE solutions	Minimize disruption to facility while increasing efficiency and care coordination	REC consultant - health informatics specialist, administrators, directors of nursing	April 30, 2013
Create implementation timeline for each facility	Consistent understanding of all project activities, assignments and deadlines	REC consultant - health informatics specialist	April 30, 2013

HIE Implementation			
Activity	**Outcome/Goal**	**Resources**	**Target Completion**
Conduct training with all affected facility employees	Complete understanding of HIE solution for all impacted employees	REC consultant - health informatics specialist, directors of nursing, facility employees	May 24, 2013
"Go live" with implementation	Smooth transition to new HIE solution	REC consultants, project lead, IT lead, administrators, directors of nursing, facility employees	May 29, 2013
Evaluate implementation and adjust workflow, if needed	Implement tweaks to implementation, if needed, to ensure ongoing success	REC consultants, project lead, IT lead, administrators, directors of nursing	June 14, 2013
Project wrap-up and final report	Summarize current status, identify next steps for HIE beyond grant period	REC consultants, project lead, IT lead, administrators, directors of nursing	June 28, 2013

** Note: All of the activities and related information in the table above is based upon very high level milestones for HIE implementation. The details of these activities will be determined within the strategic planning process, once the final HIE solutions are identified.

Communications Plan
Throughout the project, the REC consultants will provide consistent dialogue via email, phone and meetings with all key project team members at Springdale/Symphony. A project plan will be developed, with specific tasks, assigned team members and deadlines and the REC consultants will track against this plan with ongoing follow-up if activities are not completed in a timely manner. If deadlines are consistently missed, the project lead and key team members will be convened to adjust the timeline, if needed, and discuss alternative strategies to ensure that project is completed on time and that all project goals and objectives are met.

Staff Training Plan
The REC consultants will work with the project lead, facility administrators and directors of nursing to identify which facility employees will need to be trained on the HIE solutions. A training plan will be developed with input from both the consultants and the facility project team based on best practices and lessons learned. Training will include a technical review of the HIE solutions, as well as on-site presence and on-going training during "go-live" and follow-up training a couple weeks post go-live, as needed. An evaluation of the training will be conducted, with remediation of any identified issues, as needed.

Project Team
There are ten key members of the project team listed below. In addition to this project team, various employees at both facilities will be engaged in different parts of the project, including training and implementation.

Project Team			
Name	Title	Organization	Role
Blake Gillman	Director of Operations	Symphony of Mesa and Springdale Village	Project lead, fiscal management and oversight
Zach Cooley	IT Director	Symphony of Mesa and Springdale Village	Internal IT lead, technical management and oversight
Linatte Stephens	Administrator	Symphony of Mesa	Participation/feedback in planning phase, oversight of implementation at facility, feedback on HIE solution options
Jason Gerodias	Director of Nursing	Symphony of Mesa	Provide input on current workflow, impact of HIE solutions on facility, feedback on HIE solution options
Ed Smith	Administrator	Springdale Village	Participation/feedback in planning phase, oversight of implementation at facility, feedback on HIE solution options
Laura Miller	Director of Nursing	Springdale Village	Provide input on current workflow, impact of HIE solutions on facility, feedback on HIE solution options
Melissa Rutala, MPH	Chief Executive Officer	Arizona Health-e Connection	Strategic advising, HIE strategic plan oversight
To Be Determined	Senior Coordinator	Arizona Health-e Connection	Project management during strategic plan phase
Kim Salamone, PhD	Vice President, Health IT	Health Services Advisory Group	Technical advising, HIE implementation phase oversight
To Be Determined	Health Informatics Specialist	Health Services Advisory Group	Project management and other technical assistance during implementation phase

All in kind support will be contributed via the time, effort and resources that certain Springdale and Symphony employees contribute to the project, as well as the time, effort and resources that key health care stakeholders contribute to the project. The estimates of internal in kind time and resources are listed in the line item budget section, as well as in the budget narrative.

Line Item Budget/Budget Narrative
A line item budget for both grant funds and in-kind contributions are listed below. Subsequently, a description of all budget items is incorporated as the budget narrative.

Grant Funds Budget			
ITEM	TOTAL HOURS/QUANTITY	RATE/COST	TOTAL
Project Lead – Blake Gillman	25 hours	$ 95/hour	$ 2,375
IT Lead – Zach Cooley	40 hours	$ 27/hour	$ 1,080
Symphony Administrator - Linatte Stephens	40 hours	$ 89/hour	$ 3,560
Springdale Administrator – Ed Smith	40 hours	$ 62/hour	$ 2,480
Symphony Director of Nursing – Jason Gerodias	40 hours	$ 82/hour	$ 3,280

Springdale Director of Nursing – Laura Miller	40 hours	$ 55/hour	$ 2,200
REC Membership Fee	1	$ 510	$ 510
REC Consultant – AzHeC CEO	18 hours	$ 225/hour	$ 4,050
REC Consultant – AzHeC Senior Coordinator	40 hours	$ 75/hour	$ 3,000
REC Consultant – VP, Health IT	20 hours	$ 250/hour	$ 5,000
REC Consultant – Health Informatics Specialist	40 hours	$ 135/hour	$ 5,400
HINAz Viewer Fee	$150/account	8	$ 1,200
Direct Exchange Fee	$250/account	25	$ 6,250
		TOTAL	**$ 40,385**

In Kind Contributions Budget			
ITEM	TOTAL HOURS/QUANTITY	RATE/COST	TOTAL
Symphony Director of Admissions – Adrienne G	20 hours	$ 22/hour	$ 440
Springdale Director of Admissions – Jennifer L	20 hours	$ 41/hour	$ 820
Symphony Medical Records – Arvin B	25 hours	$ 39/hour	$ 975
Springdale Medical Records – Lori L	25 hours	$ 22/hour	$ 550
Symphony End Users – Physicians, NPs, Pas	40 hours	$ 200/hour	$ 8,000
Springdale End Users – Physicians, NPs, Pas	40 hours	$ 200/hour	$ 8,000
Banner Health Health IT Team	10 hours	$ 150/hour	$ 1,500
Sonora Quest Laboratories and Banner Health IT Teams	20 hours	$ 150/hour	$ 3,000
		TOTAL	**$ 21,785**

Grant Funds Budget Narrative

The budget narrative for all items that will be paid for using awarded grants funds are listed below.

Salary and Fringe.

Director of Operations. Blake Gillman. (approximately 25 hours)
The project lead will provide general management and oversight of the entire project. This includes, but is not limited to fiscal management, contracting with and oversight of REC consultants, decision maker for HIE solutions implemented. Rate = $95/hour (includes salary and fringe)

IT Director. Zach Cooley**.** (approximately 40 hours)
The IT lead will provide general management and oversight of all IT related activities on the grant. This includes, but is not limited to assistance in developing technical and functional requirements, providing feedback during readiness assessment, and overseeing the implementation of all HIE solutions. Rate = $27/hour (includes salary and fringe)

Symphony Administrator. Linatte Stephens**.** (approximately 40 hours)
The Symphony administrator will participate and provide feedback during the planning phase, will provide feedback on various HIE solutions proposed and discussed, and will oversee the implementation of the approved HIE solutions at Symphony. Rate = $89/hour (includes salary and fringe)

Springdale Administrator. Ed Smith. (approximately 40 hours)
The Springdale administrator will participate and provide feedback during the planning phase, will provide feedback on various HIE solutions proposed and discussed, and will oversee the implementation of the approved HIE solutions at Symphony. Rate = $62/hour (includes salary and fringe)

Symphony Director of Nursing. Jason Gerodias. (approximately 40 hours)
The Symphony director of nursing will provide input on current workflow during assessment, feedback on the inpact of possible HIE solutions on the facility, feedback of HIE solutions discussed and assistance with implementing selected HIE solution, including coordination with and training of end users. Rate = $82/hour (includes salary and fringe)

Springdale Director of Nursing. Laura Miller. (approximately 40 hours)
The Springdale director of nursing will provide input on current workflow during assessment, feedback on the inpact of possible HIE solutions on the facility, feedback of HIE solutions discussed and assistance with implementing selected HIE solution, including coordination with and training of end users. Rate = $55/hour (includes salary and fringe)

Consultants/Contractors.
Arizona Regional Extension Center (REC).
The REC is a program led by Arizona Health-e Connection, the statewide non-profit tasked with coordination and assistance with health IT and HIE adoption across Arizona. The REC offers a range of consulting services, including project management, health IT and HIE readiness assessments, training, implementation support, etc. The specific items below have been included in the project budget.

- REC Membership Fee.
  To receive consulting services from the REC, all health care entities must join the REC as a member. The membership fee is based on the number of providers in the organization. Based on the number of MDs, DOs, NPs and PAs at Springdale/Symphony, the membership dues will be $510. This incorporates a 15% discount off the normal dues rate of $600, since Springdale/Symphony is a member of the Arizona Health Care Association.

- REC Consultant – AzHeC CEO. Melissa Rutala, MPH.
  This position will provide general HIE strategic consulting and advice, as well as general oversight and management of the HIE strategic planning process. Rate = $225/hour

- REC Consultant – AzHeC Senior Coordinator. To be determined.
  This position will provide project management support during the HIE strategic planning phase, as well as drafting of the HIE strategic plan, working with Springdale/Symphony on feedback for the plan and developing the final HIE strategic plan. Rate = $75/hour

- REC Consultant – VP, Health IT. Kim Salamone, PhD.
  This position will provide strategic and technical consulting and advising, as well as general oversight and management of the HIE implementation process. Rate = $250/hour

- REC Consultant – Health Informatics Specialist. To Be Determined.
  This position will provide project management support during both the planning and implementation phases of the project, as well technical assistance during the implementation phase. This technical assistance will include, but will not be limited to, technical requirements

development and finalization, workflow assessment and redesign, staff training, evaluation and monitoring. Rate = $135/hour

Other.

Health Information Network of Arizona (HINAz) Fees.
The HINAz fees include access to the HINAz virtual health record (VHR) for eight physicians (1 medical director and 7 specialists) within the Springdale and Symphony facilities. Additional employees within both facilities will be given access to the VHR, with no additional fees required. Access to the VHR will allow users to see patient records (including demographics, lab results, medications, discharges, progress notes and radiology images) from all health care entities that are contributing information to HINAz. The cost for VHR access is $150/physician.

Direct Exchange Fees.
Direct Exchange is a secure messaging platform for health care providers and professionals to transmit patient health care information securely and privately. This budget item includes purchasing 25 Direct Exchange accounts for employees in both facilities that regularly access and transmit patient information. The cost of an account is approximately $250/account. This includes an annual security certificate and monthly account fees.

In Kind Contributions Budget Narrative
The budget narrative for all items that will be tracked to cover the 50% match are listed below.

Salary and Fringe.
Symphony Director of Admissions. Adrienne G. (approximately 20 hours)
This position will provide input on current workflow and will participate in training and implementation of selected HIE solution. Rate = $22/hour (includes salary and fringe)

Springdale Director of Admissions. Jennifer L. (approximately 20 hours)
This position will provide input on current workflow and will participate in training and implementation of selected HIE solution. Rate = $41/hour (includes salary and fringe)

Symphony Medical Records. Arvin B. (approximately 25 hours)
This position will provide input on current workflow within the medical records department and will participate in training and implementation of HIE solution. Rate = $39/hour (includes salary and fringe)

Springdale Medical Records. Lori L. (approximately 25 hours)
This position will provide input on current workflow within the medical records department and will participate in training and implementation of HIE solution. Rate = $22/hour (includes salary and fringe)

Symphony and Springdale End Users (approximately 80 hours)
All end users will spend time training and implementing the selected HIE solution. Rate = $200/hour (includes salary and fringe)

Sonora Quest Laboratories & Banner Health IT Teams (approximately 10 hours each)
Senior management and the health IT team at Banner Health and Sonora Quest Laboratories have agreed to meet with REC consultants and Symphony/Springdale team to discuss possible HIE solutions. Rate = $150/hour

Blake J. Gillman, LNHA

10115 E. Bell Rd. #107-420
Scottsdale, AZ 85260
602-549-2947
Email: bjgillman@gmail.com

Health Care Experience

2010 – Current   **Symphony of Mesa and Springdale Village**
                            Director of Operations   Mesa, AZ

- Arizona Director of Operations for NuCare Services Corporation, Chicago, Illinois with responsibility for the collective operations of both Springdale Village a 122 bed SNF which includes Assisted Living and Independent Living Apartments, and; Symphony of Mesa a 204 bed SNF which focuses on Sub-Acute level of care.

1994 – 2010   **Gillman Training Inc. (Formerly Med2 Resource, Inc.)**
                        Owner and President   Scottsdale, AZ

- Provided operational consulting and temporary management services for over 300 SNF's throughout the United States.

- Provided Medicare and Medicaid consulting services to clients throughout the United States.

- Provided Medicare and Medicaid cost reporting services

- Provided temporary management and administrative consulting services to LTC and CCRC providers.

- Provided financial, billing and accounting support to LTC and CCRC providers.

- Provided training seminars nationally on reimbursement issues.

1995 – 2010   **Rehab Masters, Inc. , Owner and President   Scottsdale, AZ**

- Provided contract rehabilitation services to LTC and CCRC providers in Virginia, AC and Maryland.

- Provided in-house conversions for rehab services to LTC and CCRC providers.

- Provided temporary personnel and management for rehabilitation providers in the mid-Atlantic region.

- Provided financial, billing and accounting support to LTC and CCRC providers.

1993 – 1994   **Phoenix Health Group, Chief Operating Officer   Scottsdale, AZ**

- Operated 5 LTC properties in Southern California.

- Managed daily operations by providing oversight to 5 LTC administrators and 40 therapists.

- Managed turn-around projects for the State of California in failing LTC properties.

1991 – 1993   **Life Care Centers of America, Administrator   Scottsdale, AZ**

- Special Administrator by assignment to turn-around financially struggling properties. Specifically assigned to Yuma, AZ and Phoenix, AZ projects.

- Acting Administrator of Record at each project in Yuma and Phoenix, AZ.

- Developed specialty programs for enhancing revenues for a stronger bottom line.

Professional Status
- Licensed Nursing Home Administrator – Arizona License Number 918 (Current)

- 2011- Current - Board of Directors – Arizona Health Care Association and Current Chair of the AHCA Public Policy Committee.

- 1995-1998 served as was a member of a U.S. Congressional Panel on Health Care and provided input and insight into Health Care trends to members of the U.S. Congress.

- A.A.S. from UVCC Graduated in 1980

- Attended The University of Utah – Pre Med and Brigham Young University, Mechanical Engineering

Accomplishments

In the past 20 years my client based accomplishments were designed to achieve significant financial success for each and every client, through cash flow, improve revenue enhancement and cost effective savings programs. With client specifically designed training my team provided education to give them the tools to receive over $500 Million in positive cash flow. Some of the major accomplishments include:

- **Completed the reorganization and turn-around of several nursing homes in the western US. The projects included:**

  o Recruited and trained new personnel in key positions including Administrators and Executive Directors, Directors of Nursing, Admissions and Marketing Personnel and Finance, Accounting and Billing personnel including CFO's.

  o Development of Marketing programs to improve census and drive revenue.

  o Development and licensing of Skilled Nursing Units.

  o Development and implementation of Policy and Procedure changes to solidify the success of the organization.

  o Complete turn-around programs in preparation for new management to mange the facility in an ongoing role.

- **Therapy In-House Conversions – Provided corporate oversight and Implementation and training in 50+ locations saving the clients $10M per year over the following areas:**

  o Recruiting and staffing of in-house programs including negotiating salaries and the hiring of Vice President level positions to manage a 30 facility chain.

  o Developed full programs start to finish after the successful negotiation with the current contract providers to hire their personnel in the transition.

  o Trained and developed programs for each location including software selection and implementation inclusive of required documentation for maximum reimbursement under the Medicare and Medicaid programs.

  o Proved a monthly review and audit of documentation to assure compliance with federal and state regulations.

- **Financial reorganization and development for numerous organizations which included a Net Cash Flow effect of over $32M in the following areas:**

  o Establishment of chart of accounts to accurately collect critical financial information for cost reporting to achieve maximum reimbursement.

  o Create data collection programs to provide a resource for collecting operational performance data that could be used to make management and budgeting decisions.

  o Re-negotiated contracts with ancillary vendors to assure cost savings and quality service for the departments.

  o Corrected and resubmitted cost reporting errors from past cost reporting periods to correctly reflect expenses that should be reimbursed under the cost reporting process.

- **Board of Director Level Accountability - Worked with and reported directly to Boards of Directors to problem solve and resolve operational issue that are of concern to the Board of Directors.**

- **Established and licensed new Skilled Nursing Facilities, Home Health Agencies and CARF programs for several national clients. Net Cash Flow Improvement $780K**

- **Provided temporary management oversight for CCRC's and Free Standing Nursing Home operations that may have been experiencing a change of management personnel or required additional expertise to resolve a pending issue.**

- **Proficient in both the CCRC and Nursing Home Industries and have had many clients in both areas.**

- **Provided complete billing services for clients who were unable to collect accounts receivable and had difficulty finding replacement personnel. Net Cash Flow improvement $4.5M.**

- **Provided Medicare and Medicaid consulting services throughout the US with a focus on revenue enhancement and profitability. Net Revenue impact over $400M. Including:**

    o Medicare Cost Report Preparation

    o Financial Cost Analysis

    o Corporate Compliance

    o Medicare ALJ Hearing support and consulting

    o Liaison with Fiscal Intermediary on behalf of the provider

    o Liaison with accounting firms and auditors for financial issues including budgeting and acquisition studies.

    o Provided new development support to identify revenue sources for geographic marketplaces.

    o MDS and RUG utilization management

    o Coverage and billing management and training

    o Admission and Discharge protocol to manage Average Length of Stay

    o Provided dashboard reports to management for easy quick view of operations

- **Provided consulting services to a national software developer as technical support for the development of a rehab module for there software product.**

- **Set up and managed a contract therapy company in several locations thorough out the US.**

- **Provided support for the Arizona Health Care association as a business member and established many ongoing relationships in the organization and in the health care community in the Arizona market.**

- **Provided hundreds of training and public and private seminar programs to the health care industry and its providers including the AHCA, AAHSA, AZHSA, AZHCA, LHA, VANHA, VHCA.**

- **Served on a U.S. Congressional Panel for Health Care as a representative in the Arizona market to coordinate the opinions of the Arizona Health Care providers and act as a consultant on health care issues in Washington DC. I panel consisted of professionals in all areas of health care and I was honored to be selected for my contacts in the Arizona Market.**

References are available upon request.

Banner Health

November 15, 2012

Manisha Patel
Project Manager
Arizona Strategic Enterprise Technology (ASET) Office
State of Arizona
100 N. 15th Avenue, Suite 400
Phoenix, AZ 85007

Dear Manisha:

I am very pleased to write this letter of support for Springdale Village and Symphony of Mesa (Springdale/Symphony) to include in their application to participate in the Arizona Strategic Enterprise Technology's (ASET) Unconnected Healthcare Providers Health Information Exchange (HIE) Grant Program.

As the leading nonprofit provider of health care in every community we serve, Banner Health is deeply committed to our mission: *"To make a difference in people's lives through excellent patient care."* Innovation is a cornerstone of Banner Health's mission. Banner Health defines innovation as, *"the rapid identification and deployment of strategies leveraging Banner's operating model and the science of care delivery to ensure an extraordinary patient experience, which is safe, efficient and effective."*

Springdale/Symphony, two long-term care facilities serving the East Valley, are distinguished from other long term care facilities for their premier care at all levels. Both locations are within close proximity to three Banner Health hospital facilities and Banner Health is the main hospital network transitioning patients to these long term care facilities. Springdale/Symphony shares the same vision as Banner Health, to be recognized for clinical excellence and innovation with a highly coordinated patient experience. Innovation in HIE is a cornerstone to achieving the extraordinary patient experience which is safe, efficient and effective. With this goal to achieve the most efficient patient care, Springdale/Symphony has recognized the need to have an electronic connection for the secure and private exchange of patient's health information with the Banner Health system. Banner Health is supportive of this initiative and will assist Springdale/Symphony with the exploration of viable HIE options between Banner Health and Springdale/Symphony.

Banner Health's commitment to the promotion of HIT and HIE in Arizona is evidenced by my service and participation on the Board of Directors for both Arizona Health-e Connection (AzHeC) and Health Information Network of Arizona (HINAz). Due to our commitment to innovation, especially as it relates to HIE, we are grateful for the opportunity to offer support

to Springdale/Symphony. In addition to general support for their application, Banner Health agrees to meet with Springdale/Symphony staff to explore various options for HIE solutions that will be beneficial to both of our organizations. This will help to ensure the safest, most efficient and effective exchange of the patient's health records as they transition from the hospital system to the long-term care system.

Historically, long-term care organizations have often been left out of the innovative planning and adoption of HIT and HIE, even as the need for these services continues to grow with longer life expectancies and the aging baby boomer population. Springdale/Symphony should be commended for their work in this area to date, and for taking a lead in exploring and implementing HIE solutions.

In conclusion, Banner Health strongly recommends Springdale Village and Symphony of Mesa for receipt of a grant award through the ASET Unconnected Healthcare Providers HIE Grant Program, to support their HIE initiatives.

Sincerely,

Michael S. Warden
CIO & Senior Vice President, Information Technology
Banner Health

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November 9, 2012

Manisha Patel
Project Manager
Arizona Strategic Enterprise Technology (ASET) Office
State of Arizona
100 N. 15th Avenue, Suite 400
Phoenix, AZ 85007

Dear Manisha:

On behalf of Sonora Quest Laboratories, I am very pleased to write this letter of support for Springdale Village and Symphony of Mesa (Springdale/Symphony) to include in their application to participate in the Arizona Strategic Enterprise Technology's (ASET) Unconnected Healthcare Providers Health Information Exchange (HIE) Grant Program.

Sonora Quest Laboratories is an integrated laboratory system servicing over 7,000 clients throughout Arizona including hospitals, physicians, and managed care organizations. We have approximately 2,600 employees statewide and perform over 70,000 diagnostic tests per day. Our comprehensive on-site test menu encompasses testing from routine to esoteric cytogenetic studies.

Key values within the Sonora Quest Laboratories system are compassion, collaboration and quality. Our passion is to provide every patient and every customer with services and products of uncompromising quality - error free, on time, every time. We believe in teamwork and the limitless possibilities of collaborative energy. We achieve excellence by putting collective goals ahead of personal interests. We support and encourage open communication and meaningful cooperation among colleagues from varying backgrounds and disciplines.

Springdale/Symphony, two long term care facilities serving the East Valley, are distinguished from other long term care facilities for their pursuit of new technology to improve patient care. Springdale/Symphony is proud to have very sophisticated facilities, but one area where the organization would like to improve is in its HIT adoption and implementation, as well as the exchange of information electronically. Specifically, Springdale/Symphony has recognized the need to have an electronic connection for the secure and private exchange of patient's lab orders and results with Sonora Quest. We are supportive of this initiative and will assist Springdale/Symphony with the exploration of viable HIE options between Sonora Quest Laboratories and Springdale/Symphony.

Our commitment to the promotion of HIT and HIE in Arizona evidenced by my service and participation on the Board of Directors and Executive Committees for both Arizona Health-e

Connection (AzHeC) and Health Information Network of Arizona (HINAz), as well as serving as the Board Chair for AzHeC. Through this participation as well as through my personal commitment to assisting long term care facilities with health IT and HIE adoption, I am pleased to offer my support to Springdale/Symphony.

In addition to general support for their application, Sonora Quest agrees to meet with Springdale/Symphony staff to explore various options for HIE solutions that will be beneficial to both of our organizations. This will help to ensure the safest, most efficient and effective exchange of the patient's health records as they transition from the hospital system to the long term care system.

Historically, long term care organizations have often been left out of the innovative planning and adoption of HIT and HIE, even as the need for these services continues to grow with longer life expectancies and the aging baby boomer population. Springdale/Symphony should be commended for their work in this area to date, and for taking a lead in exploring and implementing HIE solutions.

In conclusion, Sonora Quest Laboratories strongly recommends Springdale Village and Symphony of Mesa for receipt of a grant award through the ASET Unconnected Healthcare Providers HIE Grant Program, to support their HIE initiatives.

Sincerely,
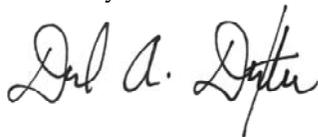
David A. Dexter
President & CEO

November 14, 2012

Manisha Patel
Project Manager
Arizona Strategic Enterprise Technology (ASET) Office
State of Arizona
100 N. 15th Avenue, Suite 400
Phoenix, AZ 85007

Dear Ms. Patel:

The core mission of Health Information Network of Arizona (HINAz) is to make health information exchange (HIE) connectivity available for providers of health care across the State of Arizona.   HINAz wholeheartedly supports the objective of the Unconnected Healthcare Providers HIE Grant Program being offered by the Arizona Strategic Enterprise Technology office (ASET). It constitutes significant support to providers of health care to make exchange possible at local and state-wide levels.

HINAz supports the application for the Unconnected Providers grant being made by Springdale Village/Symphony of Mesa and will actively work with this applicant toward the success of the program, including coordination and execution of activities involving connectivity to HINAz.

Sincerely,

Kalyanraman Bharathan
Executive Director

3480 E. Britannia Drive, Suite 120
Tucson, Arizona 85706
(520) 309-2944

Health-e Connection
Arizona Regional Extension Center

A collaboration of
AzHeC, ASU-BMI & HSAG

November 15, 2012

Manisha Patel
Project Manager
Arizona Strategic Enterprise Technology (ASET) Office
State of Arizona
100 North 15th Avenue, Suite 400
Phoenix, AZ 85007

Dear Manisha,

I am writing this letter to support the Springdale Village and Symphony of Mesa (Springdale/Symphony) grant application for the Arizona Strategic Enterprise Technology (ASET) office's Unconnected Healthcare Providers Health Information Exchange (HIE) Grant Program.

The Arizona Regional Extension Center (REC), which is one of 62 federally funded RECs nationwide, exists to assist Arizona health care providers improve health care in the state of Arizona through the advancement of health information technology (HIT) adoption. Arizona Health-e Connection (AzHeC), the REC's parent company, is a public-private partnership that improves health and wellness by advancing the secure and private sharing of electronic health information. Collaboratively, AzHeC and the REC drive the adoption and optimization of HIT and (HIE) within the state of Arizona. The REC offers "hands-on" technical assistance services relative to HIT and HIE adoption for the continuum of care to all Arizona health care providers.

Springdale/Symphony recognizes that coordination of care requires that providers have an electronic connection for the secure and private exchange of a patient's health information with other providers, hospitals, labs, etc. The REC has proposed providing technical services to assist Springdale/Symphony with exploration of viable HIE options for their respective long term care (LTC) facilities. In addition, Springdale/Symphony and the REC are committed to working together to promote HIE within the Arizona LTC community.

(602) 688-7200 ● 3877 N 7th St., Suite 130, Phoenix, AZ 85014 ● www.arizonarec.org

Regional Extension Center
Awardee of The Office of the National Coordinator for Health Information Technology

A collaboration of:

ASU department of **biomedical informatics**   **HSAG** HEALTH SERVICES ADVISORY GROUP   Arizona **Health-e** Connection
Advancing health and wellness through information technology

The REC is uniquely positioned to contribute positively to the Springdale/Symphony initiative because of our expertise and knowledge of HIE options including Direct Exchange – a secure messaging infrastructure between two health care entities, where information is "pushed" by secure e-mail from one entity to another – and Health Information Network of Arizona (HINAz) – a secure network that gathers health care information from multiple health care organizations and sources and provides it to clinicians at the point of care. The REC will provide competitively priced and customized hands-on strategic and technical consulting services to assist Springdale/Symphony with organizational HIE strategic planning and readiness assessment, HIE-specific staff education and training, HIE product implementation and project management support, HIE-specific workflow redesign assistance and other related assistance to support the project as defined during each facility's planning and readiness assessment.

The REC is grateful for the opportunity that ASET is providing with this grant to unconnected providers throughout Arizona, and we highly recommend the awarding of this grant to Springdale Village and Symphony of Mesa to support their HIE initiatives and ultimately to support HIE adoption throughout the LTC community.

Respectfully,
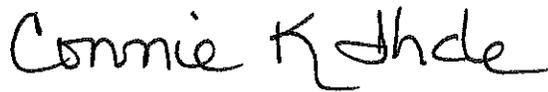
Connie K. Ihde
Director, Arizona Regional Extension Center
Arizona Health-e Connection