



National Summit on the Future of Home-Based Care

July 20 – 21, 2017

Summary Report

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Introduction

ElevatingHOME hosted the National Summit on the Future of Home-Based Care, July 20-21, 2017 in Rosemont, IL. The National Summit convened nearly 70 home-based care industry leaders representing agencies of all types and sizes and Corporate Partners providing an array of services.

The National Summit was conceived and executed as part of a transparent and inclusive process dedicated to advancing the mission, vision, impact and influence of home-based care services, including home health, hospice and palliative care. The National Summit follows ElevatingHOME's launch event at the Home-Based Care: National Leadership Conference in April 2017 and dissemination of a National Input Survey, seeking insights and guidance from leaders industrywide. ElevatingHOME utilized the over 1,400 survey responses to identify themes and priorities for the National Summit agenda.

The National Summit opened with an overview of the National Input Survey results and key themes, presented by ElevatingHOME Board member Bob Fazzi. Following this overview, ElevatingHOME's entire Board of Directors offered background and insights on the formation of and need for ElevatingHOME to unite, align and strengthen the industry. The Board of Directors also discussed outreach to industry leaders, the role of state home care associations and key factors for ElevatingHOME's success. Board members then queried participants on individual goals for the Summit, ElevatingHOME and the home-based care industry.

This Summary Report provides insights into the discussions and dialogue including final recommendations developed by the National Summit participants. The Summary Report on the National Summit will be shared with industry leaders nationwide and will include the participant list, priority themes, key recommendations and PowerPoint slides developed onsite. ElevatingHOME will share the Summary Report broadly to ensure continued transparency and engagement of agency leaders. Insights from the National Summit, and recommendations included in the Summary Report, will be adapted by the ElevatingHOME Board of Directors as part of the organization's new strategic plan. The ElevatingHOME strategic plan will be released by October 2, 2017.

Background and Timeline

ElevatingHOME, the nation's new force for championing the value of home-based health care services, including home health, hospice and palliative care, seeks to rapidly galvanize and engage the entire industry to create a unified vision and support for strategic action initiatives. ElevatingHOME's outreach and engagement initiative is designed to be aggressive, inclusive and highly focused on enhancing and elevating the image, prestige, impact and influence of the home-based care community. It is the first step in a broad range of strategic initiatives

envisioned to position home-based health care as a central and critical component of all health care delivery models.

Input and Engagement: National Input Survey

ElevatingHOME delivered a web-based National Input Survey to over 14,000 home-based care leaders nationwide. All industry constituents interested in providing insights on issues or potential action items for consideration were invited to respond. The survey ran from June 28-July 12 and received more than 1,400 responses. ElevatingHOME's Board of Directors subsequently reviewed survey responses and identified themes for consideration by participants at the National Summit.

National Summit on the Future of Home-Based Care:

ElevatingHOME convened a cross-section of industry leaders to help shape and elevate the future of the industry at the National Summit on the Future of Home-Based Care July 20-21, 2017. Leaders from across the country, representing all geographic regions, agency sizes and types, program service lines as well as leading Corporate Partner organizations generated a series of visionary recommendations to help structure and guide ElevatingHOME's future initiatives.

National Summit participants were invited to consider themes, develop recommendations and offer prioritization for ElevatingHOME's strategic plan. The final recommendations are outlined in this Summary Report and offer a set of clear, actionable recommendations to the ElevatingHOME Board of Directors for inclusion in the organization's strategic action initiatives. The ElevatingHOME Board of Directors will meet throughout August and September 2017 to review, refine and approve the findings and recommendations from the National Summit. During these meetings, the Board of Directors will put into motion a broad range of strategies and actions directed at making the vision, mission and goals of the organization a reality. The final strategic plan and priority initiatives will be announced by October 2, 2017.

Rapid Response Team Recommendations

National Summit participants were assigned to "Rapid Response Teams," each focused on one of six themes identified through analysis of the National Input Survey responses. The six themes identified from Survey responses included:

- Government/Regulatory Advocacy
- Political/Legislative Advocacy
- Industry-Wide Fraud and Abuse Initiative
- National Public Relations Initiative to Better Brand Home-Based Care and to Increase Public Awareness and Support
- Quality Campaign to Improve Recognition and Quality of Home-Based Care Services

- Workforce Initiatives to Assist Agencies in Developing New Ways to Recruit and Retain Staff

Each Rapid Response Team considered five questions in developing recommendations for priority initiatives to address the assigned theme. Teams spent more than two hours focused on the assigned theme. Each Team was comprised of at least one ElevatingHOME Board member and representatives from provider agencies and Corporate Partner organizations. This ensured that Teams consisted of geographically and financially diverse provider types as well as diverse program service lines. Importantly, “home-based care” is considered to include home health, hospice and palliative care programs, regardless of payer. The questions considered by each Rapid Response Team were:

- a. Why must ElevatingHOME do this?
- b. What strategic initiatives must ElevatingHOME launch in the next twelve months?
- c. What would significant success look like in three years?
- d. What new programming (educational; research; innovation) must ElevatingHOME launch to support these initiatives?
- e. What role can vendors (e.g., ElevatingHOME’s Corporate Partners) play in advancing in these initiatives?

Appendix D includes the specific recommendations developed by each Rapid Response Team.

Day Two of the National Summit included a report by each Rapid Response Team on the recommendations developed the previous day. Reports were made to the full participant group and encouraged dialogue, questions, additional suggestions and feedback. Following is a brief summary of key discussion points for each theme:

Regulatory Advocacy: This Team identified as a key goal achieving a positive perspective toward home-based care by government agencies. During the discussion, this theme was translated to the need for industry data and evidence to support the value proposition of home-based care. Participants agreed strongly that regulatory advocacy cannot be undertaken without significantly enhanced industry data resources. Participants envisioned ElevatingHOME serving as a central resource for research and data and leading the industry in proving value and advancing a new vision for home-based care. Participants also cited the role of states in developing innovative advocacy resources, especially related to Medicaid programs. Participants also noted concern with other, unregulated providers moving into home-based care.

Political/Legislative Advocacy: This Team considered a wide spectrum of issues beyond legislative initiatives and identified as the rationale the need to collectively relay scope of services and value proposition. The Team recommended communications to clarify ElevatingHOME’s role and efforts to streamline industry initiatives. The Team recommended that ElevatingHOME not prioritize, at least in the short term, the development and push of educational content to agency

staff. Participants concurred that other organizations are developing such resources and this should not be among ElevatingHOME's short term priorities. The Team further clarified that Corporate Partners should be leveraged to offer educational resources based on observed agency and industry needs. The Team recommended that ElevatingHOME identify legislative champions and cited the skilled nursing industry as an example of a robust communications strategy, specifically, that pending Medicaid cuts had resulted in citations of nursing home availability. Finally, the Team and Summit participants noted that the focus should be on asking "why shouldn't health care be delivered at home, instead of going to the hospital?"

Industry-Wide Fraud and Abuse Initiative: Team members and participants concurred that the industry cannot "elevate the home" as a care setting without addressing the issue of fraud. Team members recommended the development of uniformly accepted definitions for fraud (which implies intent) versus "waste" and "abuse." The Team further recommended the development of operational modules for accrediting organizations and the development of a "Good Housekeeping" seal of approval for providers meeting certain criteria. Participants agreed that Corporate Partners and provider agencies have a duty to identify fraudulent providers and to not "look the other way." Corporate Partners noted that they should agree to disengage from fraudulent providers. Participants discussed outreach to the U.S. Department of Health and Human Services Office of the Inspector General (OIG) to develop recommendations and guidelines for "good actor" providers.

National Communications Initiative: Team members and participants concurred on the need for such an initiative to communicate the value and availability of home-based care. Many participants cited the U.S. Dairy industry's "Got Milk" campaign as an example. Other participants cited a goal of such a campaign as being patients requesting home-based care from their physician, similar to the results of pharmaceutical industry marketing. Participants appreciated the concept of a "toolkit" for agencies and state associations to use in replicating the key communications themes locally. Participants recommended using "communications" rather than "public relations" and supported the concept of an advertising "cooperative" approach to this campaign. Participants suggested "Start at Home; Stay at Home" as a possible tagline for such a campaign.

Quality Campaign: Team members identified the goal of this initiative as demonstrating value and outcomes and improving the image and recognition of home-based care. Recommendations included placement of home-based care experts on Technical Expert Panels and a messaging campaign targeted toward policymakers and payers. Other recommendations included clinician education programming incorporating a home-based care perspective and the development of key measures and case studies. The team recommended that Corporate Partners be engaged to disseminate messaging on value and quality. Participants discussed caregivers and aides as untapped resources.

Workforce Initiatives: This Team cited as a rationale the need for a high quality and skilled workforce to maintain the industry. The Team recommended collaborations with colleges and universities to develop home health clinicals, public awareness campaigns to elevate careers in home-based care and collaboration with state associations on initiatives such as toolkits and preceptor programs. Participants cited the need for more home care providers to accept or develop student training programs. Attendees further cited different learning styles and workforce preferences of Millennials and Generation Z. Participants agreed on the need to train clinicians and refocus on the goal of home care: keeping patients at home (e.g., not managing a 60-day episode).

At the conclusion of the Team presentations, participants were asked to prioritize the themes to better focus ElevatingHOME's resources and strategic planning. Participants identified the following themes, in order of priority, as most critical to the success of ElevatingHOME and the industry:

1. National Communications Initiative
2. Data
3. Advocacy

Measures of Success

Finally, participants were invited to suggest individual measures of success against which ElevatingHOME can benchmark progress toward the three prioritized goals. Measures are briefly outlined below.

National Communications Initiative:

Proposed 12-Month Success Measures:

- Hire a branding company, conduct industry research, test messaging, outline communications campaign with member support. (Participants agreed that it would be optimistic to launch such a campaign in 12 months but noted that the groundwork must start.)
- 20 percent increase in ElevatingHOME membership.
- Media citations (NYT) of home-based care opinion on health care policy initiative.

Proposed Three-Year Success Measures:

- ElevatingHOME and industry leaders continue to adhere to communications campaign pillars.
- 50 percent increase in ElevatingHOME membership.
- Patients ask for home care Rx from physicians.

Data Initiative:

Proposed 12-Month Success Measures:

- Secure an appropriate and credible industry data source and analytics partner. Develop three-year work plan.
- Require Corporate Partners to allow data to be shared.

Proposed Three-Year Success Measures:

- Utilize data to demonstrate lower costs associated with home-based care.
- Utilize data to demonstrate that moving patients into home-based care soon reduces costs.

Advocacy Initiative:

Proposed 12-Month Success Measures:

- Launch Policymaker home-visit initiative to get 100 home visits among Members of Congress, HHS and MedPAC.
- Achieve 500 ElevatingHOME members by June 2018.
- Develop consumer organization as partner to advocate for home-based care.
- Create expectation that home-based care should be growing as a component of health care delivery.

Proposed Three-Year Success Measures:

- Achieve nomination and confirmation of a home-based care leader on MedPAC.
- Eliminate the homebound status in Medicare.
- Achieve Medicaid reimbursements and utilization that value home-based care.
- Shift in reimbursement to ensure costs are covered and value is recognized.
- Achieve 1500 ElevatingHOME members and over \$1 million annually spent on advocacy.

Finally, participants agreed upon overarching goals for ElevatingHOME to consider. Participants agreed that the ultimate measure of success would be home-based care “saving” the health care delivery system. Participants envisioned that patients would push for care at home, that the majority of agencies across the country would utilize and promote the same industry “brand,” that the home-based care workforce would feel appreciated and valued, and that states would mandate Medicaid home health services. Ideally, ElevatingHOME’s success would be evident to all by repositioning home-based care from being siloed to being the continuity of care provider.

Appendix A: National Summit Agenda

Thursday, July 20:

- 2:00 p.m. Welcome, Review of Agenda and Goals of Discussion
- Joseph Scopelliti, Jr., Chair, ElevatingHOME Board of Directors
 - Tracey Moorhead, President and CEO, ElevatingHOME
- 2:15 p.m. Report on National Input Survey of Home-Based Care Providers: Key Themes and Insights
- Bob Fazzi, Member, ElevatingHOME Board of Directors
- 2:30 p.m. ElevatingHOME Board of Directors Discussion and Attendee Feedback
- 3:15 p.m. Break
- 3:30 p.m. Rapid Response Teams: Theme Discussion and Strategic Action Initiative Development
- 5:45 p.m. Recap and Review of Agenda for Friday
- Erin Denholm, Treasurer, ElevatingHOME Board of Directors
- 6:00 p.m. Reception & Dinner

Friday, July 21:

- 7:30 a.m. Breakfast
- 8:00 a.m. Day One Recap and Review of Day Two Goals
- Joseph Scopelliti, Jr., Chair, ElevatingHOME Board of Directors
- 8:15 a.m. Presentation of Rapid Response Team Priorities and Participant Discussion
- Moderator: Timothy Rogers, Member, ElevatingHOME Board of Directors
- 10:30 a.m. Break
- 10:45 a.m. Group Discussion: Measurements of Success
- Moderator: J. Mark Baiada, Member, ElevatingHOME Board of Directors
- 11:45 a.m. Summarize Day Two and Next Steps
- Marcia Reissig, Member, ElevatingHOME Board of Directors
- Noon Adjournment



Placing home at the center
of health care delivery

National Input Survey **Your Insights Needed: How Can ElevatingHOME Best Represent Our Industry?**

Last week, we sent you an email letting you know of a new national association that has formed to align, unify and strengthen the home-based care industry. [ElevatingHOME](#) was formed by the leadership of the [Visiting Nurse Associations of America](#) (VNAA) and a cross-section of industry leaders throughout the country; leaders of for-profit and not-for-profit home care and hospice agencies, vendors and state and national associations.

In our previous email, ElevatingHOME's Board of Directors invited anyone with a vested interest in our industry to participate in a national input survey to help shape the organization's future goals and priority initiatives, as well as to provide insights on the most important issues facing our industry. As a valued member of the home-based care community, we encourage you to provide input on this [short online survey](#).

All survey responses will be kept confidential and will be the first step in a process to develop an aggressive national strategic plan for ElevatingHOME. ElevatingHOME's Board of Directors will identify key themes from the survey responses to shape the goals and agenda for the National Summit on the Future of Home-Based Care, July 20-21, near Chicago, IL.

We know that the need to elevate the national voice of home-based care couldn't be greater. We encourage you and anyone else in your agency, including all staff, board, patients, and family members to provide insights for ElevatingHOME's consideration through the [online survey](#). The deadline for survey responses is July 12 at 5 p.m. ET.

We appreciate you taking the time to help shape the future of our industry.

Survey Questions:

- **Short Term:** Over the next twelve months, what do you believe are the three most important issues that ElevatingHOME must address?
- **Long Term:** Over the next five years, what do you believe are the three most important initiatives that ElevatingHOME must accomplish to be a successful?
- **Measures of Success:** What three outcomes do you feel must be accomplished in the next three years for you to feel ElevatingHOME has been an overwhelming success?
- **Any comment about anything:** If you have any thoughts or ideas on how to make ElevatingHOME more responsive to the needs of the industry or if you have comments about anything, please feel free to respond here.

Appendix C: Priority Themes Identified via National Input Survey

1. Governmental/Regulatory Advocacy
2. Political/Legislative Advocacy
3. Industry-wide Fraud and Abuse Initiative:
4. National Public Relations Initiative to better brand home-based care and to increase public awareness and support
5. Quality Campaign to improve the recognition and quality of home-based care services.
6. Workforce Initiatives to assist agencies in developing new ways to recruit and retain staff.

Questions Asked for Each Priority Theme:

- a. Why must ElevatingHOME do this?
- b. What strategic initiatives must ElevatingHOME launch in the next twelve months?
- c. What would significant success look like in three years?
- d. What new programming (educational; research; innovation) must ElevatingHOME launch to support these initiatives?
- e. What role can vendors (e.g., ElevatingHOME's Corporate Partners) play in advancing in these initiatives?

Appendix D: Theme Recommendations

THEME: Government/Regulatory Advocacy

WHY: To effect positive change from government agencies.

12 MONTH GOALS:

- Create database that is equal to data presented to CMS and MedPAC
- Access the full universe database held by CMS
- Access needed funds from foundation/innovation center and agencies and vendors (RWJ,, Hartford Foundation, Pharma Foundations, etc)
- Use data on home care from savings perspective vs. cost centers
- Analyze data and present data in compelling manner focus on savings.
- Retain consulting firm to get us in the door
- Focus on creating a coordinated voice for healthcare at home. Get other associations to join (e.g., alliance, partnership, others.)

3 YEAR GOALS: We are seen as a coordinated voice with consistent values.

PROGRAMMING: Educate agencies on use of data. EH as resource on use of Data

VENDORS: can provide data, expertise and funds for initiatives.

THEME: Political/Legislative Advocacy

WHY: poor reputation; need to collectively relay scope of services and value proposition

12 MONTH GOALS:

- Clarity of ElevatingHOME's role
- Defined association memberships
- Streamlined initiatives

3 YEAR GOALS:

- Expand Board to payors, corporations, public, etc.; "10x the size of this room"
- Change perspective from fragmented to consolidated voice
- Name recognition – brand that is universally perceived with a clear mission and vis
- Stronger voice, solutions, quantified value

PROGRAMMING:

- Data – 2-3 metrics to ID key HC
- No education provided to members
- Identify stakeholders: legislators, payors, association of ACOs
- Materials for lobbyists to educate

VENDORS:

- Don't use \$ funding from partners
- Show respect with expertise and not limit to CEOs only
- Increased dialog so partners can integrate into their thinking for future development
- Speak and act ask experts
- Provide strategic success
- Bring strategic experts to the ElevatingHOME table.

THEME: Industry-Wide Fraud and Abuse Initiative

WHY: develop, achieve consensus on common definitions of waste, fraud and abuse.

12 MONTH GOALS:

- Develop and ensure full transparency for ElevatingHOME task force to collaborate with industry on regulatory communications and meetings.
- Educate all national organizations and government regulators on definitions

3 YEAR GOALS:

- Government regulators and agencies have an aligned view of definitions.
- Accreditors add Medicare operational component to modules.
- Corporate compliance education programs are

PROGRAMMING:

- Develop website; national accreditation; create “Good Housekeeping” seal of approval.

VENDORS: police other vendors and identify fraudulent providers.

THEME: National Public Relations Initiative to Better Brand Home-Based Care and to Increase Public Awareness and Support

WHY: We have no/zero PR campaign for HC and it's desperately needed

12 MONTH GOALS:

- Identify our goals for the message
- Engage a PR/marketing/advertising firm
- Membership involvement/lead
- Defined a clear, consolidated message of purpose
- EH has a plan; “toolkit” provided to member organizations

3 YEAR GOALS:

- Plan is in action
- Measuring outcomes of the PR plan for success
- Identified the platform(s) to deliver our message

PROGRAMMING:

- Education to the identified targets public, healthcare providers, policymakers
- Vehicles for education – internet, social media, state associations, vendors

VENDORS:

- Assist us with educational content
- Assist us with data collection and analytics to support our mission

THEME: Quality Campaign to Improve Recognition and Quality of Home-Based Care Services

WHY: To demonstrate value, outcomes, improve image and recognition.

12 MONTH GOALS:

- Translate research into practice (TRIP);
- Get home care experts on Technical Expert Panels (TEPs)
- Messaging campaign targeted to public lawmakers and payers.

3 YEAR GOALS:

- Having home care known for quality and value.
- Google homecare and have ElevatingHOME come up at top of search.
- Home health is recognized as the framework for the quadruple AIM.

PROGRAMMING:

- Nursing, physician and other clinician education includes home health perspective.
- Clinical education and social services and supports are well integrated.
- Family caregivers, blend/braid social supports & services.
- Recognized key measures: hospital admissions; reduced costs; health days @ home.

VENDORS:

- spread curated messages developed by EH to entire client base;
- develop case studies that demonstrate innovation and value of home care;
- additional financial resources and research support.

THEME: Workforce Initiatives to Assist Agencies in Developing New Ways to Recruit and Retain Staff

WHY: Without a quality workforce there is no industry; need to increase skilled people

12 MONTHS:

- Universities/colleges create home health clinicals
- Public awareness campaign to elevate careers in home health
- Collaborate with state associations to develop/offer toolkits (e.g., preceptor programs)

3 YEARS:

- Area Health Education Centers (AHEC)
- Create a workforce pipeline in our industry
- Create a think tank or focus groups around how to be an employer of choice

PROGRAMMING:

- Increased home development tools
- Look at regulations and biggest impact on retention (e.g. documentation and OASIS)
- Look at roles/skills needed for the workforce of the future
- Develop education leadership program for middle managers

VENDORS:

- Identify industry needs and help to spread the message about ElevatingHOME

Appendix E: National Summit Participants

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