



April 19, 2024

Stokes County
Attn: Amber Brown
Interim County Manager/Clerk to the Board
1014 Main Street
PO Box 20
Danbury, NC 27016

Re: Stokes County Request for Proposal (RFP) for Lease, Sale or Conveyance of Stokes Reynolds Memorial Hospital

Dear Stokes County Commissioners and Ms. Brown:

We hope this letter of proposal and intent finds you well. We desire to make it known that Stokes Medical Management Group, LLC proposes to assume management of the existing hospital and all other related subsidiaries. It is our hope to purchase the existing nonprofit organization known as Stokes-Reynolds Memorial Hospital, Inc. and affiliated real properties from Stokes County. We confirm that our experience and knowledge of existing structure and operations will catapult us into the future both medically and financially.

We understand that it will be necessary to communicate with existing management as the current Lessee and to reach an agreement in assuming management control that will be monitored and overseen by our Stokes County Board of Commissioners. We pledge to work cooperatively with our Board of Commissioners, supporting them in any way that may be required.

In gaining management control of the existing operation, we will focus on critical repairs of the current physical plant to promote census growth. Growth will occur through increasing patient and resident volumes utilizing Medicare Part A and Medicaid beds in the Long-Term Care as well as increasing swing bed volumes. We will create reasonable budgets and maintain them for fiscal stability. Simultaneously, we will be establishing contracts with existing insurance companies and negotiating with insurance companies for contracts that have been out of network.

We will partner with Medical Offices and Surgical Groups to expand our use of existing space for increased services and patient access to care. Our end goal in assuming all aspects of management at the various locations and to purchase the Danbury property and other eligible sites for a negotiated price.

We have assembled a team with years of experience and the expertise to address all levels of care, market these services and successfully manage and grow a fiscally sound operation. The benefit of having our local management and expertise will allow us to quickly address and implement essential changes for immediate improvement with operational efficiencies.

Our three-to-four-year vision for Stokes County would be to build a new hospital in stages, thus maintaining all existing patients during construction and expansion of services. We will expand on the existing land, adding Independent Living apartments and Assisted Living beds, thus creating and licensing a Continuous Care Retirement Community. It is our desire to provide Adult Day Care, Childcare and a satellite base for Stokes County EMS.

Having a Continuous Care Retirement Community that includes Critical Access beds, Long-Term Care Skilled Beds including Medicare Part A, Private Long Term Care Insurance and Medicaid, Assisted Living, Alzheimer's beds, Independent Living and Adult & Child Day Care will be the first of its kind in the Nation. We believe that this model would best serve the citizens of Stokes County well into the future, and we will strive to become the shining light on the hill.

We have spent a considerable amount of time discovering avenues of funding and investment potential. We have reviewed our proposed project with a private funding organization. This organization has been vetted electronically and via interviews with individuals who have worked with them. We are impressed that the client and project security are a high priority to the funding group. We intend to enter into a contractual agreement as soon as we are awarded the management and purchase contract. We have chosen to partner with a Developer, Summit Health Care Group, LLC who has pledged their support in experience and expertise as well as financially. We have chosen Becker Morgan Architecture Group for our campus designs and architectural needs. We desire to work with local contractors and companies throughout this process.

It is also our pleasure to partner with the North Carolina Office of Rural Health and affiliates for grant writing and resources for future growth. Through these partnerships, our team has been successful working through the grant processes to secure funding for a variety of projects with the current operation. We plan to expand financial backing for the hospital and new construction through our newly established nonprofit, Priddy Legacy Foundation. We are actively pursuing grants for under-privileged, uninsured, indigent medical care and housing. We will utilize experienced consultants for special projects to ensure success.

In summation, we have the medical and management expertise, the construction expertise, the needed connections for funding and the heart to make this project successful. We are local and invested in the welfare of Stokes County and surrounding communities. If you have any questions, please feel free to ask us anything.

Respectfully,



Pamela P. Tillman RN, BSN
ACLS & BLS Certified, PALS Certified
Chief Executive Officer
336.813.2051
pptillman@gmail.com



Julie C. Farmer RN, BSN, LNHA, ALA
Certified Dementia Practitioner
Director of Operations
336.816.1267
jfarmer65@gmail.com



Mission, Vision, and Values

Mission:

To provide the highest-quality, compassionate healthcare services that are accessible and affordable to all residents of Stokes County and surrounding communities, regardless of their ability to pay. We are dedicated to serving as a trusted partner in health and wellness, fostering a culture of healing and well-being for all.

Vision:

To be the leading rural healthcare provider in the region, recognized for our excellence in clinical care, patient experience, and community engagement. We envision a future where all residents of Stokes County have access to the healthcare services, they need to live healthy and fulfilling lives.

Values:

- **Compassion:** We treat each patient with dignity, respect, and empathy, recognizing their unique needs and circumstances.
- **Excellence:** We are committed to providing the highest quality of care, guided by evidence-based practices and continuous improvement.
- **Accessibility:** We strive to remove barriers to care, ensuring that our services are affordable and available to all members of our community.
- **Stewardship:** We are responsible stewards of our resources, committed to fiscal responsibility and environmental sustainability.
- **Collaboration:** We partner with patients, families, community organizations, and healthcare providers to deliver coordinated and comprehensive care.
- **Innovation:** We embrace new technologies and approaches to improve the quality and efficiency of our services.
- **Understanding the unique needs of rural communities:** We recognize the challenges faced by rural residents, such as limited access to specialists and transportation barriers.
- **Building trust and relationships:** We are committed to being a trusted part of the community, fostering strong relationships with our patients and neighbors.
- **Supporting local agriculture and businesses:** We value the role of local agriculture and businesses in our community and seek to partner with them whenever possible.
- **Preserving the rural way of life:** We understand the importance of preserving the rural way of life in Stokes County and strive to provide healthcare services that support this goal.

Affidavit in the State of North Carolina, County of Stokes

Statutory Requirements:

1. Stokes Medical Management Group, LLC with the hopes of doing business as Stokes Reynolds Memorial Hospital shall continue to provide the same or similar clinical hospital services to our patients in medical-surgery, obstetrics, pediatrics, outpatient and emergency treatment, including emergency services for the indigent. These services may be terminated only as prescribed by Certificate of Need Law prescribed in Article 9 of Chapter 131E of the General Statutes, or, if Certificate of Need Law is inapplicable, by review procedure designed to guarantee public participation pursuant to rules adopted by the Secretary of the Department of Health and Human Services.
2. Our Organization shall ensure that indigent care is available to the population of the Stokes County and the area served by the hospital authority at levels related to need, as previously demonstrated, and determined mutually by the County or hospital authority and Stokes Medical Management Group, LLC.
3. Stokes Medical Management Group, LLC will not enact financial admission policies that have the effect of denying essential medical services or treatment solely because of a patient's immediate inability to pay for the services or treatment.
4. Stokes Medical Management Group, LLC shall ensure that admission to and services of the facility are available to beneficiaries of governmental reimbursement programs (Medicare/Medicaid) without discrimination or preference because they are beneficiaries of those programs.
5. Stokes Medical Management Group, LLC shall prepare an annual report that shows compliance with the requirements of the lease, sale, or conveyance.

We further agree that if we fail to substantially comply with these conditions, or if we fail to operate the facility as a community general hospital open to the general public and free of discrimination based on race, creed, color, sex, or national origin unless relieved of this responsibility by operation of the law or if the corporation dissolves without a successor corporation to carry out the terms and conditions of the lease, agreement of sale, or agreement of conveyance, all ownership or other rights in the hospital facility, including the building, land and equipment associated with the hospital, shall revert to the county or successor entity originally conveying the hospital; provided that any building, land or equipment associated with the hospital facility that Stokes Medical Management Group, LLC has constructed or acquired since the sale may revert only upon payment to Stokes Medical Management Group, LLC of a sum equal to the cost less depreciation of the building, land, or equipment.

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By signing below, we hereby state that the information above is true, to the best of our knowledge. We also confirm that the information here is both accurate and complete, and relevant information has not been omitted.

Pamela P. Tillman

Pamela P. Tillman
Chief Executive Officer
Stokes Medical Management Group, LLC

4/18/2024
Date

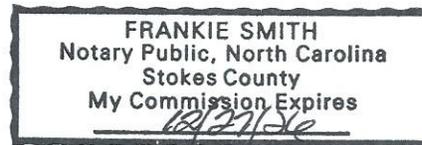
Julie C. Farmer

Julie C. Farmer
Chief Operations Officer
Stokes Medical Management Group, LLC

4/18/2024
Date

Frankie Smith
Notary Public

12/27/26
Date of Commission Expiry



Affidavit in the State of North Carolina, County of Stokes

Certifications Required for Proposal:

1. Stokes Medical Management Group, LLC shall operate the hospital as a community general hospital; open to the general public without discrimination based on race, creed, color, sex or national origin.
2. Stokes Medical Management Group, LLC shall continue to provide the same or similar clinical hospital services in medical-surgery, pediatrics, outpatient, and emergency treatment, including emergency services for the indigent, that the hospital provided prior to the lease or sale of the hospital.
3. Stokes Medical Management Group, LLC shall ensure that indigent care is available to the population of the area served by the hospital at levels related to need, as previously demonstrated, and determined mutually by the County and Stokes Medical Management Group, LLC.
4. Stokes Medical Management Group, LLC shall ensure that admission to, and services of the hospital, are available to beneficiaries of governmental reimbursement programs without discrimination or preference because they are beneficiaries of such programs.
5. Neither Stokes Medical Management Group, LLC, nor its affiliated companies have been indicted or convicted of any criminal offense that could result in exclusion of our organization or an affiliate being excluded from Medicare, Medicaid or other Federal healthcare programs.
6. Stokes Medical Management Group, LLC, and its affiliated companies have never been suspended or excluded from participation in Medicare, Medicaid or other Federal healthcare programs.
7. Stokes Medical Management Group, LLC has adequate financial resources available to lease, purchase and operate the hospital facilities. We have attached the unaudited financials of the current lessee as available documents to support existing monthly financial obligations in the body of our proposal. We affirm that we have sufficient working capital to cover these expected monthly expenditures for 120 days of operation. Other private funding sources and grants are available as additional working capital.
8. Stokes Medical management Group, LLC, CEO Pamela P Tillman, has full legal and corporate authority to submit this binding proposal as evidenced by a certified copy of our Board minutes which are included with the proposal. (Attachment 1)

9. Stokes Medical Management Group, LLC certifies that we will maintain any existing Insurance Provider relationships as well as any existing managed care programs while negotiating contracts with governmental programs or third-party insurance providers with which the hospital is not currently participating to secure and grow our business.

10. Stokes Medical Management Group, LLC has been incorporated as a for-profit company as advised due to accounting rules. We have been assured by legal counsel that to convert this to a nonprofit organization after the management company transactions are complete is not difficult. In addition to our desire to operate a nonprofit management company, we also desire for the Hospital to be a nonprofit organization. We respectfully request that the currently incorporated nonprofit entity, "Stokes Reynolds Memorial Hospital", be conveyed with implementation of a short-term management contract and subsequent sale of all eligible affiliated locations.

By signing below, we hereby state that the information above is true, to the best of our knowledge. We also confirm that the information here is both accurate and complete, and relevant information has not been omitted.

Pamela P. Tillman

Pamela P. Tillman
Chief Executive Officer
Stokes Medical Management Group, LLC

4/18/2024

Date

Julie C. Farmer

Julie C. Farmer
Chief Operations Officer
Stokes Medical Management Group, LLC

4/18/2024

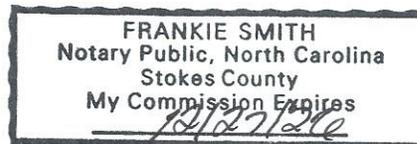
Date

Frankie Smith

Notary Public

12/27/20

Date of Commission Expiry



**ATTACHMENT
ONE**

STATE OF NORTH CAROLINA)
) OFFICE OF STOKES MEDICAL
) MANAGEMENT GROUP, LLC
COUNTY OF STOKES)
) KING, NORTH CAROLINA
) MONDAY, FEBRUARY 12, 2024

**INITIAL OPENING BOARD MEETING OF
STOKES MEDICAL MANAGEMENT GROUP, LLC.**

The Stokes Medical Management Group, LLC. met for our initial meeting on Monday, February 12, 2024 at 6:30pm.

The following members were present for the meeting: Pamela Tillman, CEO and Chairman and Julie Farmer DOO and Vice Chairman.

Organizational Administration present: Amir Zarif, Christine Lee, Cory Ploch, Len Tillman, David Kaplan, Kirkland Dickey, Tee Faircloth, Aditya Singh.

CALL TO ORDER

CEO and Chairman, Pamela Tillman called the meeting to order.

INVOCATION

CEO and Chairman, Pamela Tillman invited those in attendance to join the Board in the invocation, if so desired. COO and Vice Chairman, Julie Farmer delivered the invocation.

PLEDGE OF ALLEGIANCE

CEO and Chairman Pamela Tillman invited those in attendance to join the Board in the Pledge of Allegiance.

APPROVAL OF AGENDA

CEO and Chairman, Pamela Tillman entertained a motion to approve or amend the agenda.

The Board had no request for amendments and no issues with the agenda.

Vice Chairman, Julie Farmer moved to approve the agenda. Chairman, Pamela Tillman seconded the motion.

DISCUSSION AGENDA

Pam Tillman, CEO and Chairman, motioned to approve Child Abuse and Neglect Prevention Month – April 2024, Julie Farmer, COO and Vice Chairmen, seconded the motion and the motion was unanimously approved.

Julie Farmer, COO and Vice Chairman, motioned to appoint full legal and corporate authority to speak for, contract for and submit binding proposals on behalf of Stokes Medical Management LLC. Specifically noting our pending proposal submission to the Stokes County Board of Commissioners to assume management of and subsequent purchase of LifeBrite Community Hospital and the real estate previously known as Stokes-Reynolds Memorial Hospital. Amir Zarif seconded the motion and the motion was unanimously approved.

ADJOURNMENT

With no further business to come before the Board, Chairman Tillman entertained a motion to adjourn the meeting.

Vice Chairman Farmer seconded the motion and the motion passed unanimously.

Pamela P. Tillman
Pamela P Tillman, CEO
Chairman

Julie C Farmer
Julie C Farmer, COO
Vice Chairman

Frankie Smith
Notary Public

12/27/26
Date Commission Expiry

FRANKIE SMITH
Notary Public, North Carolina
Stokes County
My Commission Expires
12/27/26

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April 19, 2024

Stokes County
Attn: Amber Brown
Interim County Manager/Clerk to the Board
1014 Main Street
PO Box 20
Danbury, NC 27016

Re: Stokes County Request for Proposal (RFP) for Lease, Sale or Conveyance of Stokes Reynolds Memorial Hospital

1. Describe the organizational and ownership structure of the proposer. Include the full name of the company, its state of organization, the date of its organization, its mailing and street addresses, telephone number, email and the name of the person to contact. Please provide the same information for each subsidiary and affiliate of the company which is engaged in the operation of a hospital.

It is with pleasure that we introduce our organization, “Stokes Medical Management Group, LLC”. We incorporated in the State of North Carolina on April 11, 2024. Our mailing and street address is 113 Gayle Drive King, NC 27021. Our contact information is as follows; Pamela P. Tillman, primary contact, may be reached at 336.813.2051 or ptillman@gmail.com and Julie C. Farmer may be reached at 336.816.1267 or jfarmer65@gmail.com.

Pamela P. Tillman and Julie C. Farmer have entered into an agreement and incorporated our Limited Liability Company with each owning 50 percent interest. We propose that the existing, nonprofit, County Owned Entity, “Stokes-Reynolds Memorial Hospital, Inc.”, be conveyed during this transaction, allowing us to conduct business as “Stokes-Reynolds Memorial Hospital, Inc.”. Our hope is to soon convert our email to Stokes-Reynolds.org for our nonprofit venture.

2. Provide names of the directors and principal officers of the proposer and each subsidiary, and a brief summary of the experience of each person in the healthcare industry. Also describe the management team that will be operating the hospital and provide a copy of their individual resumes. This description should also describe where these individuals will be geographically located as they perform their functions. An example would be the Chief Financial Officer (CFO) and whether that person would be physically located at the hospital or elsewhere.

Pamela P Tillman, CEO. A seasoned healthcare professional with over 42 years of combined clinical and hospital management experience. Areas of expertise include management of a Critical Access Hospital with hospital-based nursing home, rural health clinics, pediatric practice, hospital-based surgery, and outpatient center. In addition to management, she maintains clinical skills as a Registered Nurse and educator. She has proven to have the ability to develop and implement strategies to improve efficiency in a variety of health care settings. She is recognized for the ability to work well with diverse clients, staff, physicians, and community partners. She is skilled in assessing what is needed, recommending sensible solutions and effectively motivating staff to implement them in a spirit of collaboration. She has served in hospital management since 1989, providing leadership through several changes of ownership. She has been a constant with operation of the hospital as a critical access since it achieved this designation as a necessary provider in 2004. She

demonstrates a strong commitment to professional development of healthcare providers through provision of educational opportunities in the local community. Our CEO will be physically located as fulltime on site.

Previous accomplishments include receiving the NCHA Healthcare Hero Award, Great 100 Nurses of NC, and NCBH Nursing Excellence Award. Pam received the Pamala B Smith Baccalaureate Nursing Award for Professional Achievement at Gardner Webb University.

Julie C Farmer, Director of Operations. A seasoned healthcare worker of 36 years as well as the developer and previous Owner/Operator of Priddy Manor Assisted Living. Her healthcare career began in the eighties in Emergency Medicine as a Nationally Registered Paramedic and an emergency department technician. In the nineties, she returned to Nursing School and obtained her BSN. This changed her course in healthcare securing a position in a 170-bed skilled long term care facility as a nurse. After working there for a few months, she was offered the Director of Nursing position. Staying with the long-term care industry, she was given the opportunity to train as a NC Skilled Nursing Home Administrator. She assumed management over a 230-bed skilled nursing facility. She and her team were able to obtain and maintain North Carolina Division of Health Service Regulation (NC DHSR) Regulatory Compliance. All areas of responsibility including labor control, staff turn-over, accounts receivable and budget controls were brought into line completing the year with a positive \$400,000 over plan. In her second year, bad debt was reduced from \$700,000 to \$356,000 in a 12-month period. Census was always maintained above budgeted census.

In 2001, she began planning for Priddy Manor Assisted Living while continuing to work. The new assisted living community was built, owned, operated and licensed under NC DHSR. The assisted living community opened in July 2004 and due to marketing efforts, it was breaking even within 60 days of opening the doors. Priddy Manor was purchased by new owners in 2013 and the community continues to operate and provide excellent care for Stokes County citizens. Our Director of Operations will spend part time on campus and part time remote for the first 6 months. This is due to the coordination that must occur for new development and construction. These plans will be developed off-site. When the new facility construction begins, our Director of Operations will be on site full time.

Our group members have enjoyed multiple deficiency free surveys, taking troubled facilities to success regarding direct care, survey outcomes, decreasing staff turnover, expanding our employee base and financial stability for the community and the company. We have been responsible for increasing the governmental "STAR" ratings of these same facilities. Our team includes Phi Theta Kappa members, National Dean's List and the President's List members, Regional Awards for Best Improved Quality Mix, and a recipient of Silver President's Award. Our resumes give specific dates and survey outcomes over the years.

(Attachment A) Resumes, Licensure Verifications- nursing verification and skilled licenses, Survey Outcomes

The following is a list of our Management Team with a brief summary for each.

Amir Zarif, Nursing Home Administrator Amir is a North Carolina Licensed Nursing Home Administrator. He holds a master's degree in Business Administration and a bachelor's degree in Engineering Technology. An energetic results-oriented health care professional with 26 years of proven track record in health care management. Amir's particular expertise is in quality census mix building and development, team building/leadership development, human resources management, profit and loss management, Medicare rate development, marketing, strategic planning with physicians, client and community relations. Amir has been a member of the NC Facilities Association's Educational Committee and is a Licensed Nursing Home Administrator Preceptor. Amir will be physically located at the hospital.

Debbie Hammontree, Executive Director of Nursing. Debbie has 27 years of experience in healthcare. Debbie is an energetic management professional versed in business management, finance and sales, and patient

case management. She emphasizes process improvement to increase profits and customer satisfaction while maintaining excellent patient care. Debbie adds organization and cohesiveness to operations and clinical management with expertise in risk management, performance tracking and evaluation, decisive leadership, financial management, team building, cost reduction, exceptional time management skills, adaptability, public relations, and marketing to community and referral sources. Debbie's knowledge of Medicare, Medicare HMO and Medicaid, Home Health Regulations and JCAHO Standards. Debbie will be physically located at the hospital.

Teresa Bailey, CFO. Teresa comes to us with over 25 years of experience in the Healthcare Industry specializing in District/Regional Accounting Management. Teresa has extensive knowledge of billing, billing applications, collections, software conversions, government required cost reporting, contract & credentialing, teaching, training and auditing multi-facilities. Her organizational skills as well as her inter-personal skills are outstanding. Teresa is driven by positive, goal-oriented interactions. She can manage, direct and keep employees focused to ensure outcomes set forth are achieved. She will be on campus part time and working remotely part time as billing and audits allow.

Jason Sizemore, CPA, Accounting. Jason has over 31 years of experience as a CPA and has knowledge of the current hospital operations, assisting with the transition of the current hospital operation out of bankruptcy. Jason will work remotely and be on campus as needed.

Kirkland Dickey, DNP, AGNP-C. Medical Consultant. Current provider at the Pine Hall Rural Health Clinic and hospital emergency department. Kirkland has 24 years of healthcare experience. Kirkland will continue his full-time work on site for clinic and hospital operations.

David M. Kaplan, MD Family and Geriatric Medicine. Current provider and medical director at Stokes County Nursing Home. Dr. Kaplan will continue his part-time work on site at the nursing home. Dr Kaplan has 50 years of healthcare experience.

Cory Ploch, Administrator in Training (AIT). Independent and Assisted Living Administrator, AIT, Former Combat Marine. He is currently training to obtain his Assisted Living Administrator's License. Cory is also receiving valuable healthcare experience through his participation in this proposal process. Cory's participation is instrumental in ensuring that our company will continue to provide Quality Healthcare, in a rural setting, well into the future for those individuals who call Stokes County home. Cory will initially be based at the hospital part time during the program development for these added levels of care and become full time once development commences.

Christine Lee, Marketing Manager, Foundation Director and Grant Writer. Christine has a Bachelor of Arts Degree in Education from Salem College. She is a former elementary and middle school teacher and coach. She went on to start her own business with Picture Perfect Lawn Service. For the last 15 months, she has worked at the critical access hospital in Danbury, learning and staffing a variety of roles from patient intake, referral coordinator and roles in revenue cycle management. Christine is also receiving valuable healthcare experience through participation in this proposal process. She has also worked with community partners as well as regional and state rural health partners to bring their expertise to our local healthcare work. Christine will be based at the hospital full time.

Len Tillman, IT Specialist. Len is energetic and vivacious. He has a knack for working with others and an ability to put others at ease. He pays close attention to detail and produces a quality product. He currently works in IT support. Len is also receiving valuable healthcare experience through his participation in this proposal process. Len has been working with software development for EHR support and implementation. Len will initially be working remotely and on site for project implementation as needed.

Consultants and Support

Tee Faircloth, Managing Partner, Economic Research Associates. Tee works with Economic Research Associates and has been driving results in rural economic development and local economic growth for almost a decade. He has a proven track record as being instrumental in obtaining a grant for mental health by securing a 1.2-million-dollar virtual behavioral health grant for the Hospital. He has a passion and vision for rural health and mental health improvements and has worked to promote these programs. Tee provides economic expertise, a track record of creating cash flow positive businesses, leadership, and an extensive national network to create economic impact for the community. With a Memorandum of Understanding (MOU), we can take our project to and get funding from Foundations, ARC, Duke Endowment, USDA, HUD and the SBA as well. Tee has developed technological solutions for rural areas for essential clinical and cost reporting support. Through his efforts and partnerships, improvement in local economics will generate cost savings and reinvestment in the community. His organization has developed new technology to improve employee lives. He strives and stresses the need to keep economics local. Tee will work remotely and be on site for special projects as needed.

Aditya Singh, CEO and Founder, Curamei Technologies, LLC. Aditya has extensive experience designing, developing, and supporting the implementation of health IT software systems for rural and underserved healthcare providers. His experiences in building health IT software include the creation of GallMD, an electronic health record (EHR) system designed for community hospitals, eCruiseControl, a process automation technology to reduce the need for manual data entry while enabling live clinical decision support to be implemented on top of existing health IT systems, and ERA Hospital Finance, a financial analytics suite for Critical Access Hospital finance. He will be instrumental in modernizing health IT infrastructure at the hospital to reduce administrative waste, improve quality of care, reduce staff burnout, and drive improved reimbursement. Among other activities, he will leverage new software systems to integrate clinical services with external sources of information for operational areas such as radiology, laboratory, pathology, and materials management. With the introduction of process automation, he will spearhead fulfilling technical requirements for reenrollment in the North Carolina Statewide Telepsychiatry Program which introduces emergency psychiatric care to the community. Other efforts will seek to leverage automation to introduce telehealth for primary and behavioral health, reimbursement programs such as Transition Care Management, and adoption of clinical decision support for evidence-based clinical practice guidelines which are embedded within software workflows. The implementation of financial analytics capabilities will also be leveraged to inform management on ways to maximize Medicare's cost-based reimbursement while detail-level cost accounting capabilities can provide management with the data necessary to focus discussions on renegotiation of payer reimbursement.

Andy Fosmire, Rural Health Partner. Andy serves as an independent consultant with over 20 years of experience supporting Rural Hospitals with the Oklahoma Hospital Association. His experience with strategic planning and business development will be critical for our initial project management. Andy will work remotely and be on site for projects and implementation as needed.

Beverly Schulman and Dennis Wilson with Turning Point Healthcare Advisors, Inc. Beverly and Dennis have years of experience with hospital management, strategic planning, and critical access hospital financial management. They offer strength and years of experience that will assist us with structure, strategic planning and financial guidance.

Mike Bennett, Esq., Senior Partner, Bennett & West, PLLC, Attorneys at Law. Attorney Bennett has over 30 years' experience and is a member of the NC State Bar and the NC Bar Association. We believe that Mike's background and experience have led him to understand our unique perspective and motivation. He has a calm demeanor, and he has treated us professionally and fairly for decades. Mr. Bennett's contact

information is as follows: 607 S Main Street King, NC 27021. Voice 336.983.3177, Email info@bennettandwest.com.

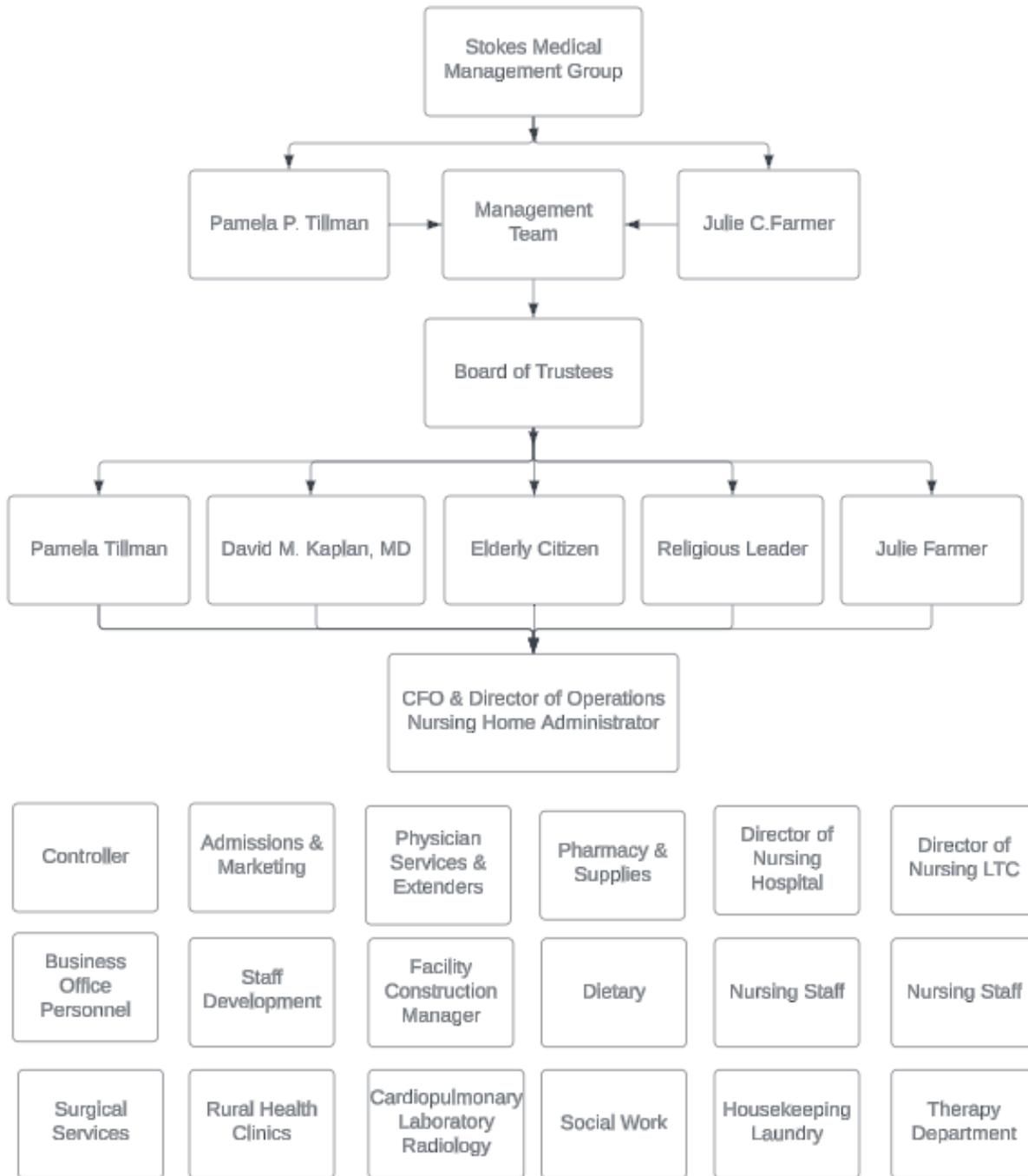
Mark A Stafford, Esq., Stafford, PLLC. Attorney Stafford has agreed to represent us during this proposal process, negotiation with current hospital lessee and execution of all transfers of real and intangible property. His specialty lies in Healthcare Law. Mr. Stafford's contact information is as follows: 500 W. 5th Street, Suite 800 Winston-Salem, NC 27101. Voice 336.777.9326, Email mark.stafford@stafford-us.com.

Joe Joseph & Tommy Catone, Partners, Summit Healthcare Development Group, LLC (SHG). As a Medical Developer/Contractor/Lender founded in 2008, this group has many years of experience constructing hospital facilities. As a Developer, Summit Healthcare has the financial capability of entering into an agreement or partnership with us that would include funding options. Summit Healthcare Group brings a level of real estate and facility knowledge often not found in rural communities. SHG provides full service real estate and development services beginning with a concept all the way to completion and move in coordination. Although SHG has worked with large medical centers such as WFBH, Emory, and MUSC, they have chosen to focus on small community hospitals. Our opportunity is in line with their objectives and our project is very close to their headquarters.

Becker Morgan Group: Braden Fredrick, AIA, LEED AP, Principal/Vice President, Healthcare Practice Leader; Doug Burns, AIA, Office Director/Principal, Becker Morgan Group, Architectural Engineers (BMG). Becker Morgan supports our vision for the development of a new Critical Access Hospital model to include the levels of care in our continuum on one campus. BMG'S commitment to this initiative commenced over 3 years ago when they were introduced to Pam Tillman through a series of webinars conducted by the NC Office of Rural Health (DHHS). Their experience includes planning and design of rural critical access hospitals, additions, nursing home beds, assisted living beds, dementia facilities and medical office buildings throughout the southeast.

(Attachment B) Team member and Consultant resumes and letters of support

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3. Describe the proposer / management team's number of years of operational experience operating licensed hospitals including critical access hospitals. Experience of the proposer's affiliates or predecessor companies may be submitted with explanation of relationship to proposer's current management team.

Our CEO is a seasoned healthcare professional with over 42 years of combined clinical and hospital management experience. Areas of expertise include management of a Critical Access Hospital with hospital-based nursing home, rural health clinics, pediatric practice, hospital-based surgery and outpatient center. She has served in hospital management since 1989, providing leadership through several changes of ownership. As the current administrator of the hospital under the LifeBrite lease, she has worked tirelessly to maintain the operation of the critical access hospital, rolling up her sleeves to do whatever is needed to keep all hospital services going. She has been a constant with operation of the hospital as a critical access since it achieved this designation as a necessary provider in 2004. She is well versed in critical access regulations and conditions of participation and actively involved with quality improvement initiatives with DNV and NIAHO certification for the hospital. She has over 20 years of experience with the nursing home and state survey process.

In addition to management, she maintains clinical skills as a Registered Nurse, CNA, pharmacy technician and is an instructor for basic life support (BLS) and advanced cardiac life support (ACLS). She has proven to have the ability to develop and implement strategies to improve efficiency in a variety of health care settings. She is recognized for the ability to work well with diverse clients, staff, physicians, and community partners. She is skilled in assessing what is needed, recommending sensible solutions and effectively motivating staff to implement them in a spirit of collaboration.

She currently manages day to day operations for the hospital services to include the Emergency Department, a surgical department that includes ambulatory surgery, outpatient diagnostic services, general critical access acute care beds and short-term rehabilitation swing beds as well as skilled nursing beds for long term care residents. Other areas of the healthcare operation include diagnostic imaging services including computed radiography, laboratory services, physical therapy, occupational therapy, speech therapy, and respiratory therapy. We are experienced in partnering with specialty physicians to provide orthopedics, podiatry and ophthalmology, and we plan to increase our partnerships for other needed specialties.

4. Provide copies of the audited financial statements of the proposer and each subsidiary (including all footnotes and auditor's letters) for the last three fiscal years and unaudited interim statements for the current period.

Financials of LifeBrite as the current hospital lessee are offered for this response as this current operator since our CEO, Pamela Tillman serves as the administrator for this operation. A budget is being developed to reflect the proposed strategic plan and operational changes anticipated. We propose to increase revenue through completion of room improvements to keep all nursing home beds full as well as increasing swing bed census. We will negotiate with Blue Cross Blue Shield and Cigna for in-network agreements to increase our commercial payor mix. This will allow us to increase all outpatient revenue with a focus on increasing surgical services at the King facility. Comprehensive strategic planning will be completed for all service lines as well as community needs. Financials presented as available due to pending completion of the financial audits by LifeBrite. Financial are for fiscal years ending 2021, 2022 and 2023. (Attachment C)

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5. Please provide a copy of attorneys' letters regarding pending and threatened claims and investigations for the proposer and each subsidiary for each of the last three fiscal years.

Affidavit in the State of North Carolina, County of Stokes

Our current legal names are Pamela P. Tillman and Julie C. Farmer dba Stokes Medical Management Group, LLC., and our titles are Chief Executive Officer and Director of Operations respectively. Our current business and physical address is 113 Gayle Drive, King, NC 27021.

We do hereby solemnly swear that no proposer or subsidiary of Stokes Medical Management Group, LLC. Has any pending claims or investigations. Therefore, we do not have any letters from an attorney to share. We have attached our licensure verifications for your review.

By signing below, we hereby state that the information above is true, to the best of our knowledge. We also confirm that the information here is both accurate and complete, and relevant information has not been omitted.

Pamela P. Tillman
Pamela P. Tillman
Chief Executive Officer
Stokes Medical Management Group, LLC

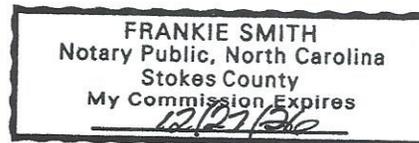
4/18/2024
Date

Julie C. Farmer
Julie C. Farmer
Chief Operations Officer
Stokes Medical Management Group, LLC

4/18/2024
Date

Frankie Smith
Notary Public

12/27/26
Date Commission Expires



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6. Provide a statement as to whether or not the proposer, any subsidiary or any shareholder, officer or director of the proposer or any subsidiary has ever been suspended or excluded from or denied participation in any federal health care program, including without limitation Medicare, Medicaid and TRICARE. Please indicate whether there are any threatened or ongoing investigations relating to Medicare, Medicaid or TRICARE.

Affidavit in the State of North Carolina, County of Stokes.

Our current legal names are Pamela P Tillman and Julie C Farmer dba Stokes Medical Management Group, LLC., and our titles are Chief Executive Officer and Director of Operations respectively. Our current business and physical address is 113 Gayle Drive King, NC 27021.

We do hereby solemnly swear that our proposer, shareholders and subsidiaries of Stokes Medical Management Group, LLC. have never had their Licensure or Accreditation suspended, revoked or denied.

By signing below, I hereby state that the information above is true, to the best of my knowledge. I also confirm that the information here is both accurate and complete, and relevant information has not been omitted.

Pamela P. Tillman

Pamela P Tillman
Chief Executive Officer
Stokes Medical Management Group, LLC

4/18/2024

Date

Julie C Farmer

Julie C Farmer
Chief Operations Officer
Stokes Medical Management Group, LLC

4/18/2024

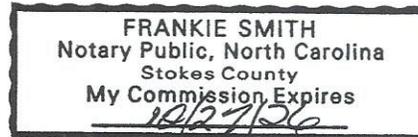
Date

Frankie Smith

Notary Public

12/27/26

Date Commission Expiry



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7. Provide a statement as to whether or not the licensure or accreditation of the proposer or any Subsidiary, or any hospital owned or operated by the proposer or any Subsidiary of the Company, has ever been suspended, revoked or denied.

Affidavit in the State of North Carolina, County of Stokes.

Our current legal names are Pamela P Tillman and Julie C Farmer dba Stokes Medical Management Group, LLC., and our titles are Chief Executive Officer and Director of Operations, respectively. Our current business and physical address is 113 Gayle Drive King, NC 27021.

We do hereby solemnly swear that our proposer, shareholders and subsidiaries of Stokes Medical Management Group, LLC. have never been suspended or excluded from or denied participation in any Federal Health Care Program including without limitation Medicare, Medicaid and Tricare. There are no threatened or ongoing investigations relating to Medicare, Medicaid or Tricare.

By signing below, I hereby state that the information above is true, to the best of my knowledge. I also confirm that the information here is both accurate and complete, and relevant information has not been omitted.

Pamela P. Tillman

Pamela P Tillman
Chief Executive Officer
Stokes Medical Management Group, LLC

4/18/2024

Date

Julie C Farmer

Julie C Farmer
Chief Operations Officer
Stokes Medical Management Group, LLC

4/18/2024

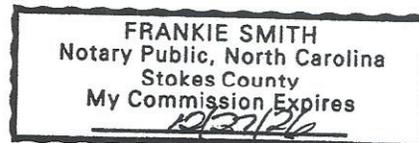
Date

Frankie Smith

Notary Public

12/27/26

Date Commission Expiry



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8. Provide a listing of the insurance coverage maintained by the proposer and each Subsidiary, including without limitation, professional liability, general liability and officers and directors coverage. Please include the name of each insurance company and provide the coverage limits and deductibles under each policy.

The current hospital operation by the lessee provides standard coverage for the North Carolina coverage limits. General and professional liability insurance for all hospital, nursing home, and providers/staff is bound with Mag Mutual Risk Retention Group, Inc. for \$1 Million/\$3 Million coverage limits. Property and Casualty Coverage is also bound by Mag Mutual Risk Retention Group, Inc. Auto insurance is bound with Berkshire Hathaway Homestate Insurance Company. (Attachment D)

Stokes Medical Management Group, LLC., will complete coverage applications with Angie Ferriell with Hub International for general and professional Liability Insurance and Umbrella coverage. We will also secure the additional Insurance coverage for the Physical Plant property and casualty and auto, worker's compensation, surety bond for the nursing home resident funds, Director and Officers/Fiduciary/Crime and cyber liability insurance with Hub International. We will secure Construction Insurance through Summit Health Group when construction commences. Finally, we will secure Mortgage Insurance for any portion of construction cost that must be financed.

9. Provide a copy of the indigent care policies in effect at hospitals owned, operated, or managed by the proposer and any subsidiary.

Unexpected medical expenses can significantly impact a patient's finances, especially if the patient does not have health insurance when unexpected medical services are required. Indigent care acts as a safety net for low-income individuals who need medical care but cannot afford it in a traditional sense. In many cases, indigent care can be the difference between becoming overburdened with medical debt and having no or very little debt at all.

Our programs will provide equitable health care to people who are economically or medically vulnerable. This includes programs that deliver health services to low-income individuals, residents in our rural area and those otherwise unable to access high-quality health care without discrimination based on race, creed, color, sex or national origin, age, disability, religion, or sex (including pregnancy, sexual orientation, and gender identity).

Recipients will be required to meet certain standards and requirements for financial assistance. Stokes Medical Management Group, LLC will secure indigent funding through HRSA, the NC Healthcare Association, the NC Department of Health, NC DHHS Medicaid and The Heritage Foundation. (Attachment E)

10. Provide a copy of the most recent community benefit report or reports of the proposer and its subsidiaries.

Community Benefit summary for 2023 and financial benefits are provided. (Attachment F)

11. Provide a complete list of services provided by the hospitals owned and operated by the proposer and its subsidiaries.

Among our group members, we currently manage a 24/7 Emergency Department, a surgical department that includes ambulatory surgery, outpatient diagnostic services, critical access beds for acute care and short-term rehabilitation swing beds and skilled nursing beds for long term patients. Other managed areas of healthcare include diagnostic imaging services including computed radiography, laboratory services, physical therapy, occupational therapy, speech therapy, and respiratory therapy. Experienced with management of two rural health clinics and a pediatric clinic as part of hospital-based services. We are experienced in partnering with specialty physicians to provide orthopedics, podiatry, ophthalmology and we plan to increase our partnerships.

Our members have extensive experience in long-term care. In addition to long-term skilled and short-term rehabilitation expertise, we have experience as owner/operators in assisted living and locked Alzheimer's Units. One of our members is a certified Dementia Practitioner giving us expertise in adult daycare as well. Lastly, we have experienced resources that we will utilize in order to provide daycare for our employees.

Matters To Be Discussed

1. How you propose to structure the financial transaction of the purchase or lease of the Hospital.

We propose to structure the financial transaction of the lease and purchase by reaching a lease agreement with the county and negotiation with the existing lessee. After securing the management contract, we have budgeted 120 days (4 months) of working capital to cover any deficits during this transition. Our first focus is to ensure that the hospital is not only breaking even but profitable. Stokes Medical Management Group, LLC intends to purchase the existing, eligible medical properties from Stokes County while continuing to manage the Pine Hall Clinic location. After completing the transfer of the lease from LifeBrite Hospital Group to Stokes Medical Management Group, we will begin purchase negotiations to include all existing, eligible medical facilities, as well as all durable medical equipment and CMS assigned PTANS. Subsequently, we will utilize our funding sources, partners and contacts to break ground on a new hospital facility/facilities to include a medical office building space.

2. Describe your vision for providing health care services in the Hospital's service area and strategy you plan to employ to implement any changes necessary to achieve the vision.

Our vision for providing health care services in the Hospital's service area would begin with a focus on critical repairs of the current physical plant to promote census growth. Growth will occur through increasing patient and resident volumes utilizing Medicare Part A and Medicaid beds in the Long-Term Care as well as increasing swing bed volumes. We will create reasonable budgets and maintain them for fiscal stability. Simultaneously, we will be establishing contracts with existing insurance companies and negotiating with insurance companies for contracts that have been out of network.

We will work with Medical Offices and Surgical Groups to determine community needs and expand our existing space to meet those needs. We have assembled a team with years of experience and the expertise to address all levels of care, market these services and successfully manage and grow a fiscally sound operation. Our three-to-four-year vision for Stokes County would be to build a new hospital in stages, thus maintaining all existing patients during construction and expansion of services. We plan to partner with Summit Healthcare, developer/contractor and a private funding organization that offers and oversees non-recourse funding. This will allow us to maintain all existing patients during construction and expand on the existing land. We would add Independent Living apartments and Assisted Living beds, creating and licensing a Continuous Care Retirement Community. It is our desire to provide Adult Day Care, Childcare and to house a Stokes County EMS satellite base. Having a Continuous Care Retirement Community that includes Critical Access beds, Long-Term Care Skilled Beds including Medicare Part A, Private LTC Insurance and Medicaid, Assisted Living, Alzheimer's beds, Independent Living and Adult Day Care will be the first of its kind in the Nation. We believe that this model would best serve the Citizens of Stokes County well into the future and we will strive to become the shining light on the hill.

Within the first year of management, we will also begin work to evaluate the feasibility to reopen the Emergency Room in King, formally known as J.R. Jones in order to ensure local Emergency services to the population of King.

3. *How you propose to grow the Hospital's inpatient and outpatient volumes.*

We propose to grow the Hospital's inpatient and outpatient volumes by utilizing various marketing avenues. We plan to clean up all existing facilities and improve sensory perception. We will begin marketing to referral sources such as hospital discharge planners and social workers, existing long term care facilities, as well as launching a campaign to bring Stokes County citizens, that have been forced to live elsewhere due to a lack of bed availability, back home to Stokes County.

4. *Describe your plan to reduce patient outmigration.*

We will reduce patient outmigration by utilizing existing resources and constructing additional facilities that will have the capability of housing Stokes County citizens. Through increasing our resources and bed availability, we will stop the outmigration of Stokes County citizens overall. We will also secure in-network status with payors to allow patients to remain in the county for their healthcare.

5. *Give examples of successful growth strategies that you have utilized.*

Some examples of successful growth strategies include providing competent, quality patient care in a clean and well-maintained environment. This strategy allows for census growth and maintenance, as well as, increasing citizens' confidence in Stokes County medical facilities and quality care. Secondly, we will provide excellent customer service which will improve our word-of-mouth advertising. Lastly, we will competently manage existing and future medical facilities that will allow us to aggressively market Stokes County medical facilities locally and in surrounding counties. Workforce development to provide a workplace that is inviting and provides a competitive wage and consideration for staff needs such as daycare.

6. *Do you plan to make changes to the medical staff structure at the Hospital? If so, please describe your proposed changes.*

We do not plan to make any immediate changes to the current medical staff structure. We do plan to improve the structure by addressing current medical staff coverage needs for emergency department and clinic coverage. We will also work to recruit specialty provider partnerships. This will allow for an increase in patient volumes and improvement in patient care coverage of all hospital departments. Stokes Medical Management Group LLC has expertise in Critical Access hospital management, skilled long term care management (nursing home), assisted living, independent living and adult daycare management. Our diverse group has the capability of competently managing and growing overall medical access in Stokes County.

7. *Does the proposer or any of its subsidiaries operate a hospitalist program? If so, please describe the program.*

We do not currently operate a formal hospitalist program. Drs. Kirk Sanders and Benjamin Schmidt serve as admitting providers and admit patients in a hospitalist fashion, no matter who provides their primary care and then transition the patients back to their community providers. Our CEO, Pam Tillman currently manages day to day operations of a critical access hospital in Stokes County and the oversight for the coverage of the acute and swing bed medical staff coverage.

8. *Specifically describe the proposer's experience in physician recruitment and management of physician practices. What financial arrangements (income guarantees, loans, other financial assistance) does the proposer contemplate using when recruiting physicians?*

Our team does have extensive medical staff recruitment experience. Our current CEO, Pam Tillman has been responsible for recruitment and retention of all current medical staff members at the Stokes County facilities. Our long-term care leadership has decades of affiliation with skilled, local healthcare employees to serve as a recruitment pool. Ms. Tillman has extensive knowledge of the HRSA programs and has utilized these programs to partner with providers to include physicians, physician assistants and nurse practitioners and managed their process for loan forgiveness with HRSA and National Health Service Corp. Provider agreements include a combination of income guarantees and incentive-based compensation.

9. *Describe the proposer's policies and programs regarding access to care for indigent and uninsured patients, including your specific experience with providing indigent care.*

Our indigent care programs will provide equitable health care to people who are economically or medically vulnerable. This includes programs that deliver health services to low-income individuals, residents in our rural area and those otherwise unable to access high-quality health care without discrimination based on race, creed, color, sex or national origin, age, disability, religion, or sex, including pregnancy, sexual orientation, and gender identity. Recipients will be required to meet certain guidelines and requirements for financial assistance which are updated as needed based on CMS guidelines for bad debt, charity and courtesy allowances. Stokes Medical Management Group, LLC will secure indigent funding through HRSA, the NC Healthcare Association, the NC Department of Health, NC DHHS Medicaid and The Heritage Foundation. See Attachment E.

10. *Describe commitment to help the Hospital access sufficient capital to address its facility, physician recruitment and other requirements for long-term financial stability and ability to support clinical excellence in the future.*

By managing existing resources properly and proficiently while refurbishing existing square footage, we will allow for additional admissions almost immediately. We expect to see an increase in revenue immediately simply by utilizing all currently licensed beds and services. Our organization will employ existing expertise and experience to maximize billing and reimbursement. We will carry out a marketing campaign to ensure that the citizens of Stokes County are aware of the quality healthcare and emergency services in local proximity. We will begin expanding services to include independent living beds, as well as adult & child daycare. We have partnered with organizations that provide experience and expertise in hospital architectural services, hospital construction, and private funding. Ultimately, we will receive our Continuous Care Retirement Community licensure that will allow us to add assisted living and an Alzheimer's Dementia Unit. All facets of our project will support the over-all project financially. Recruitment and retention of staff will be a high priority. By utilizing all available beds for services, we will be growing services and helping the county with job creation. Provider credentialing with all payers to ensure citizens of the county can access services at our facilities is a priority. With Medicaid expansion, we will partner with Stokes DSS to assist with enrolling patients who are eligible for these services.

11. *Describe the information technology features the company could offer to the hospital. Include your plans to ensure an adequate electronic medical records system for the hospital.*

Stokes Medical Management Group includes computerized technology expertise as well as software development by partnering with Coordinated Care, Inc. Our CEO has been working with these partners to develop an EMR which will be scaled to provide the services of a critical access hospital and associated clinics. In addition to the efficiencies of the EMR, the financial benefits of these systems will include the ability to capture the care being provided across our care delivery from emergency department through discharge and follow-up in our clinics. Provider involvement to promote provider and clinical staff feedback for care delivery will also improve the data collection needed to maximize coding and reimbursement. Having a fully integrated EMR will also assist with staff recruitment and retention as we can move away from paper processes. We are committed to the implementation of an electronic medical record to comply with regulatory requirements and achieving staff efficiencies as we move the hospital from inefficient paper processes.

The LTC aspect of the operation will use existing vendors in the industry who provide software that tracks medical records, bill for services and store medical records. By utilizing existing software for the LTC Industry, we will greatly decrease the time required for training staff, as most, if not all healthcare workers are proficient with this software. This software is designed to work synergistically with Private, Federal and State payor sources.

12. *Your commitment to continued employment of current hospital employees and continuation of equivalent benefits, including without limitation, retirement benefits.*

It is our objective to keep all existing employees by evaluating current pay scales with existing Hospital compensation standards and bring salaries into line with our salary surveys. This process will assist in attracting new employees as well. We will ensure that benefits remain in force while we assess all that is currently offered for potential improvement. Our management team will have the exact same benefits as any other employees, so we have a great incentive to manage this aspect of the acquisition thoroughly and carefully. Providing daycare services as soon as possible will improve our ability to recruit and retain staff. In addition, the expansion of services over time will result in job creation for all work sites.

13. *Your commitment to work with the County government to plan, develop, construct and license new critical access hospital facilities in Danbury and the City of King within five (5) years of taking over. Include the establishment of a 24 hour, seven days a week Emergency Room in the City of King.*

It is our heart-felt desire to work closely and synergistically with our Stokes County Commissioners. We believe that our local representation is very knowledgeable about the needs and requirements of our citizens, and they have a vested interest in the hospital's success for our greater good. We also know that they have been engaged with the process of getting a feasibility study completed and desire to keep the hospital open for the long-term benefit of the county. Their advice and feedback from personal and community input will be invaluable to our joint venture going forward. We commit to constructing new facilities in Danbury and evaluating models for 24-hour, seven day a week ER access in the City of King within 5 years. Our CEO's knowledge of the barriers to success in the prior King ER setting will allow us to provide a model which will be built to eliminate these barriers. Engaging in strategic planning with our county partners will allow us to implement best practices for all parts of the county. We propose to build on our current relationships with Stokes County EMS to provide collaborative space and resources for medical examiner work, partner for education and provision of services to care for patients close to home who are appropriate for our rural setting to free up EMS time out of the county. We propose to continue our support of Stokes County DSS through current support relationships for short term respite care and

other support services. We commit to continuing relationships and support for Stokes County Sheriff's Department to assist with emergency services.

14. Your record of regulatory compliance in any previous operation or management of a critical access hospital and/or skilled nursing facility.

Our members have enjoyed long and successful careers. The major contributor to this success has been rooted in an active Quality Assurance and Performance Improvement Program. This program focuses on Quality Indicators and Standards of Care in all departments of Hospital and LTC management. The team will be empowered to form Action Teams to develop processes and procedures that will enable us to ensure the highest quality of care possible. Monthly reporting, using performance improvement tools, will be required of each department manager. We commit the staffing and resources to accomplish this important work. Our Quality Assurance Meetings will be held no less than monthly where minutes will be kept. Although we acknowledge that no person nor organization is perfect, we pledge to strive to provide the best healthcare that we possibly can.

We are committed to continuing with DNV and NIAHO certification processes for the hospital and rural health clinics as well as NC state agency surveys for the nursing home. We appreciate these agencies and their commitment to evaluating our compliance with the standards of care and affirming our efforts to provide quality care in our variety of settings.

15. Your commitment to maintain appropriate amounts of insurance coverage including without limitation, professional liability and "tail" coverage to protect after the lease or sale of the hospital.

Stokes Medical Management Group pledges to maintain appropriate amounts of insurance coverage including professional liability, property and casualty, vehicle & driver, Cyber Insurance, workers compensation, Key Man insurance for Officers and Directors and Tail Insurance that will cover Stokes County Liabilities for three years past the sale of the property. We have engaged Angie Ferriell with Hub International who will be ready to bind our insurance coverage at the appropriate time. Tentative coverage needs have been communicated based on the historical coverage of the current hospital operation.

16. Provide information on how the lease, or sale of the Hospital to your organization will provide for the health-related needs of medically underserved groups such as low-income persons, racial and ethnic minorities, and handicap persons.

Upon being granted the lease, our organization will apply to numerous funding sources that will support the provision of medical care for low-to-no income individuals. We will assist individuals in applying for Medicaid as needed. In addition to the organizations that fund indigent care mentioned in below, we will also be applying for Grant money or scholarships through USDA that will alleviate or defray the expense of independent living apartments, assisted living communities and Daycare vouchers. Depending on availability, our organization would be willing to take emergent Stokes County cases into their required level of living as the rules and regulations allow. Our indigent care programs will provide equitable health care to people who are economically or medically vulnerable. This includes programs that deliver health services to low-income individuals, residents in our rural area and those otherwise unable to access high-quality health care without discrimination based on race, creed, color, sex or national origin, age, disability, religion, or sex, including pregnancy, sexual orientation, and gender identity. Recipients will be required to meet certain standards and requirements for financial assistance. Stokes Medical Management Group, LLC will secure indigent funding through HRSA, the NC Healthcare Association, the NC Department of Health, NC DHHS Medicaid and The Heritage Foundation. See Attachment E.

17. *Provide information on charges, services, and indigent care at similar facilities owned, operated, or managed by the proposer and its subsidiaries.*

This is an area where there is an opportunity to improve the financial picture for the hospital and hospital-based services. The Charges and chargemaster for all services must be monitored and managed with great care. For all services being provided by the departments of the hospital, the managers must assist with clearly identifying the specific services being provided and ensure that a proper charge code is in place for the service. Regular maintenance of the charge master is required to remain current with regulatory changes and updates. When services are provided, coding is completed to capture the service provided and then carried over to the claim or bill for the services. Updates and reviews also capture the cost of services provided. The ratio of cost to charges and cost report benefits to the hospital for allowable costs are also important factors. Due to the complexity of these factors, we propose to work with our partners at the office of Rural Health to engage subject matter experts to assist not only with an assessment of our charges but also assistance in updating our chargemaster in a systematic fashion. We will also evaluate our compliance with regulations for transparency with website posting of charges and No Surprises regulations. Applying our policies for indigent care and self-pay charges will be a priority. Assisting patients with financial assistance applications and applications for Medicaid will be important elements of this work. These efforts will then become an integral part of our maximizing the cost report benefits we should gain as a critical access hospital.

These efforts will begin and become part of our negotiation with insurance companies during the transition period for the change of ownership process. We will also implement processes for efficiency with charge capture and completing a claim for all patient care provided. We will ensure sufficient resources are available for revenue cycle management for all claims to ensure those receiving services have their insurance filed if applicable or have payment arrangements addressed timely for our self-pay patients as well as timely processing of indigent care or charity care per policy.

18. *Provide information and examples of your commitment to support psychiatric and mental health services and coordination of care through the Hospital emergency department. Please describe your experience regarding innovative methods for assessment and coordination of care, including telepsychiatry.*

We understand the necessity of adequate psychiatric care and mental health services. So many medical illnesses, ailments and addictions originate in the need for mental health education, support and care. We will utilize our resources in our clinics, our own mental health services and seek out other Community mental health programs and mental health professionals to partner with us. We will implement mental health referrals to appropriate organizations from the Emergency Department creating the opportunity to prevent cyclical behaviors and potential catastrophes. Our organization, with the assistance of Coordinated Care, Inc, has obtained a virtual behavioral health grant for 1.2 million dollars that will be of great benefit to us in this specialty area of healthcare. We have begun collaboration with key local partners at the Stokes County Board of Health to ensure integration of services and coordination for mental health services. We will continue this work to include Stokes EMS, Stokes EMS Community Paramedic program and integration with other mental health and substance abuse providers. Mental Health and substance abuse were listed as the top 2 priorities in our Stokes County 2021 Community Health Assessment. We are committed to providing resources for this important work as well as being proactive with partnerships for the ongoing county work. We will continue to research and utilize any available grant funding to expand mental health services for the hospital and county. The hospital had secured geriatric psych beds for the hospital licensure which were closed by a previous provider. We will evaluate the integration of these beds as appropriate for future strategic planning with our community partners.

19. *Describe your plan for operating the Stokes-Reynolds Skilled Nursing Facility component of the hospital.*

Our organization includes two licensed Skilled Nursing Home Administrators as well as a plethora of other individuals from the long-term care community with experience in quality assurance, software utilization, direct patient care, medication administration, physical therapy, occupational therapy, speech therapy, billing and cost reporting. This group will work together to make existing beds ready for new admissions while networking and marketing with very familiar, existing referral sources to fill these beds. We will fill existing licensed beds while pursuing new construction for the hospital. We will oversee construction in phases. Our earliest consultations with developers and contractors who have experience building hospitals have advised our team that the Long-term care beds and supporting services like dietary and laundry will be built first. That section would then be torn down and the other portion of the hospital that includes a no cost satellite base for Stokes County EMS, clinics, the emergency room, acute care beds, surgical services, laboratory services, pharmacy services and radiology services.

20. *Provide information and examples of your commitment to support Stokes County EMS and other county departments.*

We will have a comfortable satellite EMS base built into the hospital at no cost to EMS. We will work closely with EMS keeping them abreast of the services we offer so the best medical transport decision can be made. We will extend ourselves and become familiar with existing EMS programs in which we can be of assistance or possibly implement new interventions/programs at the request of EMS. We pledge to continue or work with the County Jail, the Department of Health and the Department of Social Services. We would propose to build on our existing relationships and improve collaboration. Our organization members are accustomed to working with various government departments, securing needed individual applications, benefits and referrals to existing programs. We will always be open to suggestions, requests and teamwork proposals.

21. *Address requirements to obtain physician examination of employees with workers compensation injuries during and after normal business hours.*

Our Worker's Compensation carrier will allow for injured employees to be evaluated and treated in our clinic during business hours and in the Emergency Department of our Hospital during or after business hours depending on the severity of the injury. We have existing relationships with local industry as well as Stokes County employees and would propose to continue these relationships and support. We are committed to continuing this partnership.

22. *Address your commitment to support public health initiatives and partnering with the Stokes County Health Department.*

Our CEO has a proven track record of collaboration with our local Stokes County Health Department. During the COVID outbreak, our CEO collaborated closely with the Stokes County Health Director to provide community vaccination sites at both the main hospital campus as well as the Pine Hall campus. We ramped up daily vaccination support as well as some weekend clinics based on need. We assisted the Health Department and Stokes County Schools with providing vaccination clinics, providing alternate times for employees who could not schedule during normal health department hours. We collaborate with the Stokes County Health Department and animal control to evaluate incidents and to provide rabies vaccinations on an outpatient basis when needed. These are examples of our track record, and we are committed to continuing partnerships to assist public health efforts with Stokes County and surrounding communities.

23. *Address your plans for marketing the hospital in Stokes and surrounding counties to increase patient numbers.*

We intend to carry out a “marketing blitz” in Stokes and surrounding counties. We will outline the services we offer and the pluses and benefits to using local healthcare providers. We will use billboard type advertising, word of mouth, bulk mailings and in-person marketing visits to existing healthcare providers, community groups and religious organizations. We will host “Health Fairs” at various locations throughout Stokes County and the surrounding areas providing weight, blood pressure, pulse, pulse oximetry, respiratory rate and temperature checks, glucose checks and individual and family assessments of medical history. Health fairs have already been provided at the Pine Hall facility in partnership with other county departments. These proactive assessments will allow us to make referrals to our clinics, providers and other partners within our county.

In addition, we propose to include a community center as part of our building plan in the Danbury location. This type setting has proven to be an asset at the Pine Hall location. We believe that having this resource for a meeting area as well as capacity for other community partners or community members will encourage awareness of services at the hospital and provide a venue for education, teaching meal planning and other community benefits.

We propose to include the community and Stokes County partners in our strategic planning to assist with newly identified needs for services and partnerships.

24. *Address your plan for regular meetings and communications on the status of the hospital operations with the county commissioners. Also, include what your on-site local presence will look like to support daily operations of the hospital and its satellite facilities.*

We plan to electronically report our progress to the Stokes County Commissioners weekly and meet in chambers monthly for two months. After the first two months, electronic reports will continue bi-weekly for months three through six, all the while maintaining our scheduled monthly meeting in chambers. We will allow for either entity to request an impromptu or emergent meeting as circumstances may require. We further invite our County Commissioners to frequently visit the facility to watch and enjoy our progress at any time they have available. Our organizational presence will be on-site daily. We will have some members that will function remotely and on-site until our growth allows for all our team members to be on-site full-time. Our CFO will prepare monthly financial reports for review with the Stokes County Commissioners. We will have a structure in place to complete annual audited financial reports.

25. *Address your plans for billing to ensure revenues are received in a manner to support operational cash flow requirements and cash reserve requirements.*

We have recruited a CFO with extensive experience in medical billing as well as medical staff who are trained in the documentation requirements for billing and reimbursement under Medicare, Medicaid and private insurance carriers. We have contractually secured a healthcare accountant who will be reviewing our records routinely and assisting with state and federal required cost reporting. We will immediately be converting our record keeping to electronic medical records. This implementation will assist and promote the capturing of billable charges and allow for direct deposits to our operating account, usually within seven days. Our rural health partners with Tee Faircloth’s software will keep current with cost reporting functions and also has a function that immediately rebills any denials we may receive. We will promptly provide statements for any patient balances.

26. *Describe your prior experience in operating a critical access hospital. If the proposer has not operated a critical access hospital, please provide any additional information that should be considered by county decision makers on why they should take a chance on the company operating its first critical access hospital in Stokes County.*

Our CEO has served at the hospital as a full-time employee since 1989. During this time, she served in nursing leadership roles as emergency department/critical care manager until 2004, then became Director of Nursing. The hospital gained its critical access hospital status in 2004. She assisted with this process and implementing the CMS standards and state regulations for critical access hospitals as well as continuing to operate under the CMS and state regulations for the 40-bed nursing home. She was appointed as interim CEO in 2009 under NC Baptist management, and has served as Assistant CEO/Administrator, Chief Nursing Officer and Administrator/CEO, Chief Nursing Officer since that time, through 3 changes of ownership. She has working knowledge of daily critical access operations with administrative and financial leadership responsibilities. She has been in the leadership role as the critical access hospital operated as a nonprofit and a for profit corporation. We propose to return to the nonprofit designation as Stokes-Reynolds Memorial Hospital, Inc. We believe that operating as a nonprofit will allow our hospital to have benefits for the employees and patient's we serve.

We are fortunate in the state of North Carolina to have a strong support system through North Carolina Department of Health and Human Services (NCDHHS) and the North Carolina Office of Rural Health. Through our partnerships, we are able to gain valuable feedback and guidance for regulatory changes that will impact our operation. Our CEO has long standing relationships with these partners which will allow us to move forward with existing relationship. In addition, our partners at the North Carolina Healthcare Association and the North Carolina Healthcare Facilities Association provide support for hospital and nursing home regulatory changes.

We propose to operate the services on the hospital license to maximize reimbursement and stay informed of regulatory changes which may impact our ability to continue certain services over time. We believe with our knowledge of critical access hospital and nursing home operations, we are best positioned to take our county hospital forward to the future and build for the future, putting structure in place for long term financial viability.

Our hospital is an integral part of Stokes County and many of the Stokes County operations are supported in big and small ways through the hospital. We propose that we would be the best local partners to operate and grow the hospital services.

27. *Describe how your policy or a proposed policy for determining whether a patient would qualify for charity care.*

We pledge that we will never refuse emergency care of anyone in need regardless of their ability to pay. We have an application that will be available to anyone who is uninsured, underinsured, disabled or handicapped, who needs financial assistance. We will automatically give this application to these recipients and assist them in completing the form as needed. There are many avenues and agencies who fund indigent care without any discrimination to any group or individual. We will be pursuing coverage with these available grants and scholarships, keeping these funds in a specific account for indigent medical care and maintaining compliance reports with all contributing agencies. We will research and update our policies based on any federal guidance.

28. *Describe your experience operating or performing other functions associated with skilled nursing facilities.*

Many of our team members began their careers in healthcare as certified nursing assistants in long-term care. As a group, we recognize that good, quality, person centered care begins at bedside. Regarding direct patient care, we are well versed in medical diagnosis, medical interventions, medications and a “Whole Health” approach. Many of us favor long term care because we can develop relationships with our patients who become our residents. We have experience in successfully managing all departments required to support our long-term residents. We have 56 years of long-term care management within our two licensed nursing home administrators and our licensed assisted living administrator. We will grow census and census mix, promote and grow staffing, and control all accounts receivable and accounts controllable and monitor these areas through our Quality Assurance/Performance Improvement program. By giving great, personalized care, managing profit and loss, budgets and controllable expenditures and moving forward with construction of a new physical plant, we will become the premier provider of long-term care services in Stokes County.

ATTACHMENT

A

Pamela P. Tillman
113 Gayle Dr
King, NC 27021
Home: 336-983-4706 Work: 336-593-5314 Cell: 336-813-2051
pptillman@gmail.com

SUMMARY:

Healthcare professional with over 42 years of combined clinical and hospital management experience. Areas of experience include management of a critical access hospital and hospital based nursing home, physician practices, and medical office building in addition to maintaining clinical skills as a registered nurse and educator. Proven ability to develop and implement strategies to improve efficiency in a variety of health care settings. Recognized for the ability to work well with diverse clients, staff, physicians and community partners. Skilled in assessing what is needed, recommending sensible solutions and effectively motivating staff to implement them in a spirit of collaboration. Demonstrates commitment to professional development of healthcare providers through provision of educational opportunities in the local community.

SKILLS AND ACCOMPLISHMENTS:

- Provided hospital leadership through changes of ownership, managing financials and facilitating provider enrollment with all payers.
- Actively manages hospital, nursing home and clinic operations.
- Actively involved with physician and midlevel provider recruitment to maintain and improve office and emergency department coverage.
- Motivates staff by providing an environment conducive to open communication with opportunities for professional development.
- Conducts interdisciplinary management sessions to develop solutions for improving patient services, compliance with regulatory agencies, and financial management issues.
- Welcomes feedback from customers and employees for system improvements.
- Coordinates and provides basic and advanced educational opportunities to staff, physicians, and local Emergency Medical Services personnel for quality care delivery.
- Secures grant funding for new programs, equipment and staffing through collaboration with local, regional and state agencies.

EDUCATION :

Bachelor of Science, Nursing, May 1999

Gardner-Webb University, Shelby, NC
Summa Cum Laude, Nursing Honor Society

Associates Degree, Nursing, May 1981

College of the Albemarle, Elizabeth City, NC
Cum Laude

CREDENTIALS:

Instructor: AHA Basic Cardiac Life and Advanced Cardiac Life Support

Certifications: Pediatric Advanced Life Support Provider

License: Registered Nurse- North Carolina

Prior Certifications: Mobile Intensive Care Nurse (exp. 2013), Certified
Emergency Nurse (exp. 2014), Critical Care Registered Nurse (exp.2013)
Trauma Nurse Core Curriculum (exp. 2013), Pediatric Advanced Life
Support Instructor (exp 2018).

PROFESSIONAL EXPERIENCE:

Administrator, Chief Nursing Officer 1/17 - Present

LifeBrite Community Hospital of Stokes, Danbury, NC

Responsible for operations of the critical access hospital to include 40 bed Nursing Home, outpatient surgery center and administrative clinic duties for 2 Rural Health clinics and Pediatric clinic. Coordination of change of ownership provider enrollment and follow up, coordination with CMS and NC DMA for cost reporting and cost report audits. Coordination with Stokes County for collaborative efforts to support hospital operations. Collaboration with consultants for strategic initiatives to expand service lines and coordination with NC Hospital Licensure and CON staff. Finance responsibilities for day to day operations and oversight for receivables and payables. Coordination of transition for EMR and accounting systems for hospital, nursing home and clinics with integration for consolidated financial reporting. Clinical nursing skills to provide supplemental staffing for the emergency department, acute care, nursing home and operating room during short staffed times.

8/11- 1/17 CEO (Assistant Administrator and NH Administrator 8/11- 9/13)

Pioneer Community Hospital of Stokes, Inc., Danbury, NC

Hospital, Nursing Home and Clinic administrative duties. Responsible for main hospital campus, satellite ER and surgery center, management of medical office building and oversight for Pioneer Home Health. Local responsibility for financials and cost reporting activities and cost report audits. Coordination with Stokes County Government for transition to new ownership after Pioneer Bankruptcy.

1/10 – 8/11 CEO

Stokes-Reynolds Memorial Hospital, Inc., Danbury, NC

Hospital, Nursing Home and Clinic administrative duties. Responsible for main hospital campus, satellite ER and surgery center, management of hospital leases and subleases for King medical office building and coordination with Atrium Health: Wake Forest Baptist (AHWFB). Local responsibility for financials and cost reporting activities and cost report audits. Coordination with Stokes County Government and Interim Management by HMC-CAH for transition to new ownership from Wake Health lease termination in March, 2010 to Pioneer Health Services in August, 2011.

12/04 – 1/10 Executive Director of Nursing

Stokes-Reynolds Memorial Hospital, Inc., Danbury, NC

Responsibilities include management and clinical coverage of two emergency departments, 25 bed acute care unit, 40 bed long term care unit, OR, outpatient specialty clinics, and nursing support to two physician offices and county jail. Duties include monitoring quality of care, budgeting, scheduling, and relief staffing for all areas. Member of Hospital and community committees. Provides education to physicians, nurses, paramedics, and support staff.

12/88 – 12/04 Emergency Room/Critical Care Unit Manager

Stokes-Reynolds Memorial Hospital, Inc., Danbury, NC

Responsibilities included supervision of two emergency rooms and a 4-bed critical care unit. Duties included coverage of all aspects of clinical and management tasks. Provided relief coverage to all 3 units and on call.

3/86-12/88 FT, 7/93 part time Staff/Charge Nurse Coronary Care Un

North Carolina Baptist Hospitals, Inc. Winston-Salem, NC

Performed care of critically ill coronary patients requiring Swan-Ganz monitoring, IABP, and other invasive monitoring. Implemented Primary Care nursing delivery system for this unit. Preceptor for new employees. Charge duties as requested.

9/85-3/86 Staff Nurse in Intensive Care Unit

Southern Maryland Hospital Center, Clinton, Maryland

Cared for patients requiring invasive monitoring and mechanical ventilation. Member of Trauma Code Team and Code Blue Team.

11/82-9/85 CCU Unit Manager

Stokes-Reynolds Memorial Hospital, Inc., Danbury, NC

Staff/charge nurse on 45 bed acute care unit and Critical Care Unit. Promoted to Unit Manager for Critical Care Unit. Performed management duties in addition to providing patient care on a full time basis. Member of nursing quality assurance and procedure committee.

5/81-11/82 Staff/Charge Nurse

Albemarle Hospital, Elizabeth City, NC

Performed patient care and charge duties on a 50 bed medical unit. Part time relief in intensive care- post surgical unit.

AFFILIATIONS:

Healthcare Financial Management Association

AHA Training Center with Wake Health for ACLS and BCLS

Sigma Theta Tau International Honor Society of Nursing

COMMUNITY ACTIVITIES:

AHA CPR Instructor

Stokes County Board of Health

AWARDS:

April 6, 2021 North Carolina Healthcare Association (NCHA) Healthcare Hero Award regarding efforts made during the pandemic.

1993 Great 100 Nurses of North Carolina

1997 North Carolina Baptist Hospital Nursing Excellence Award

1999 Gardner Webb University, Davis Nursing Program recipient of the Pamala B. Smith Baccalaureate Nursing Award for Professional Achievement

Pamela Priddy Tillman

RN Permanent License #76208	
Approval Date 08/31/1981	License Status Active
Expiration Date 02/28/2025	Charges/Discipline No
Confirmation/Reference # ANSXIC7K	Compact Status Multi State

Important notes:

- Multi State: Authority to practice as a licensed nurse in a remote state under the current license provided both states are party to the Nurse Licensure Compact and the privilege is not otherwise restricted.
- Single State: Authority to practice as a licensed nurse only in the state of North Carolina and the privilege is not otherwise restricted.
- The North Carolina Board of Nursing certifies that it maintains the information for the license verification function of this website and considers it to be a secure, primary source for license verification.

Information loaded from this database is current as of 4/18/2024 5:02:02 PM.



NORTH CAROLINA

Nurse Aide I Registry
Medication Aide Registry
Health Care Personnel Registry

Verification of Listing/Search Results:

The following individual is listed on the Nurse Aide I Registry with no substantiated finding of resident abuse, resident neglect or misappropriation of resident property in a Nursing Facility:

Name: TILLMAN, PAMELA PRIDDY
Social Security Number: XXX-XX-2289
Nurse Aide I Listing Number: 560288
Original Test Date: 02/16/2022
Listing Expiration Date: 02/28/2026

The requested individual is not listed as a North Carolina Medication Aide on the North Carolina Medication Aide Registry. This verification does not apply to Medication Aides working in Adult Care Homes. Employers of Medication Aides working in Adult Care Homes must verify listing at <https://mats.ncdhhs.gov/>.

Name: TILLMAN, PAMELA PRIDDY
Social Security Number: XXX-XX-2289

The requested individual is not listed on the Health Care Personnel Registry.

Name: TILLMAN, PAMELA PRIDDY
Social Security Number: XXX-XX-2289

The listing verification is completed. Please record confirmation number **208192503W** in your business files to validate this inquiry which was made on 04/18/2024.

If you are unable to locate your name in the registry, please contact the Registry Office at 919-855-3969, Monday through Friday from 8:00am to 3:00pm. .

If there are pending investigations or substantiated findings noted above, detailed information, including evidence summary or hearing information, may be obtained by calling 919-855-3968 Monday through Friday from 8:00 a.m. to 5:00 p.m. and speaking with a registry representative.

(To print this verification, please click on the Print button in your browser.)

[Return to Home Page](#)

[Verify More Listings](#)

Julie Carter Farmer
1336 Covington Road
King, NC 27021

Objective

To build a business which utilizes my God-given talents and experience in Long Term Care, as well as provide high quality living and over-all satisfaction to the Residents and employees I serve.

Education

Certified Dementia Practitioner 2021

North Carolina Assisted Living Licensing 2001

UNC Chapel Hill – North Carolina Skilled Nursing Home Administrator
Licensing 1998

Winston-Salem State University 1990-1992
Winston-Salem, North Carolina
Graduated Magna Cum Laude with a Bachelor of Science in Nursing

Guilford Technical Community College 1987-1989
Jamestown, North Carolina
Graduated Summa Cum Laude with an associate degree in emergency
medical sciences

West Forsyth Senior High School 1981-1983
Clemmons, North Carolina
Graduated with Honors & High School Diploma

Accreditations

Certified Dementia Practitioner NCCDP, CDP
North Carolina Licensed Assisted Living Administrator, North Carolina Assisted Living
Preceptor, CPR Instructor & Basic Trauma Life Support Certified, CPR
Certified.

PCA Instructor, Medication Technician Instructor, North Carolina Licensed Nursing
Home Administrator, previously served as a North Carolina Nursing Home Administrator
Preceptor, North Carolina Registered Nurse, Bachelor of Science in Nursing, Phi Theta
Kappa, National Dean's List, President's List, Who's Who in American Junior Colleges,
Previously a Nationally Registered Paramedic and a licensed North Carolina Paramedic.

Professional Experience

June 12, 2021 – Current: Area RN for Premier Senior Living covering Clemmons Village One. Clemmons Village Two and The Gardens of Statesville.

February 2020 – June 12, 2021: RN Consultant for Rencare, LLC. I have worked closely with six different communities completing LHPS Assessments, LHPS and MT Skills Check Offs, Administering TB Tests, Administering IM injections as needed, Resident I&O catheterizations as needed, Staff Training as requested and writing Internal Corrective Action Plans as needed.

June 2018 – February 2020: Consultant for Ridge Care Assisted Living utilizing my Nursing knowledge and Experience as well as my experience and expertise as an Assisted Living Administrator. My tenor with Ridge Care resulted in a phenomenal turnaround from a regulatory perspective, financially and in reputation. The Community progressed from three Stars to four and remained deficiency free through my employment.

August 2014 – June 2018 Completed Philanthropic work locating and securing housing for low income, special needs individuals.

March 2004 – August 2014: Built, owned, and operated a new Assisted Living Facility housing 70 Licensed beds under the Division of Facility Services, Priddy Manor Assisted Living. In addition to the duties of Owner/Operator, I functioned as the Director of Operations over-seeing all aspects of Resident Care, Financial Operations, Departmental Regimens, Preventative Maintenance and compliance with all Regulatory Agencies Laws and Statutes.

July 2001 – March 2004; Serving as Administrator at Winston-Salem Rehab and Healthcare. I was hired into an immediate jeopardy survey, clearing all tags in September 2001. All areas of responsibility including labor control, staff turnover, Accounts Receivable and budget controls were brought into line in 2001, completing the year \$400,000 over plan for a profit of 1.4 million. In my second year, bad debt was reduced from \$700,000 to \$356,000 in a 12-month period. Even with government-imposed Medicare cuts affecting fourth quarter profits, the year ended above plan. Our census was consistently at or above plan.

August 1999 – July 2001, Resigned position as Administrator due to family Commitment's and began a part time Quality Assurance position with Winston-Salem Rehab and Healthcare and Walnut Ridge Assisted Living. Opened the Assisted Living Facility Kerner Ridge in Kernersville, NC training all nursing staff from scratch.

January 1999 – September 1999, Served as Administrator at Winston-Salem Rehab and Healthcare.

1998 – Recruited into the AIT program at Winston-Salem Rehab and Healthcare.

1997 – 1998, Recruited to Winston-Salem Rehab and Healthcare as DON. Deficiency free surveys and all Standards of Care in budget.

1996 – 1997, Served as DON and Consultant for Meadowbrook Healthcare.

1994 – 1996, Served as DON at Winston-Salem Rehab and Healthcare. During this time the facility had no substantiated complaint investigations and deficiency free surveys. Staff turnover was maintained at less than 2%.

1992 – 1994, Employed with Pellcare Corporation. I began my employment with Pellcare as an RNA in July of 1992. After working as a floor nurse for four months, I was offered the position of Director of Nursing based on work performance. I accepted the position with thirty-three pages of deficiencies. The governing agency in North Carolina, Department of Facility Services, returned to Pellcare Corporation six weeks after I assumed responsibility to grant us a deficiency free survey. During two years as Director of Nursing, I decreased restraint use in the facility from 57% to 4% and maintained this percentage. I wrote and implemented policies pertaining to B&B, restorative feeding, splinting, and staffing, Care Plan Team orchestration, pressure sore treatment and prevention among many other tasks.

1988 – 1989, Employed part-time as an Emergency Room Technician with Forsyth Memorial Hospital, Winston-Salem, North Carolina. Duties included triage, client assessment, medical history evaluations, set-up for MD evaluations, and assist with MD evaluations.

1988-1991, Employed as an EMT-Paramedic with Forsyth County Emergency Medical Services. Functions included physical and emotional support and treatment for the sick and injured in the field setting. Triage, endotracheal intubation, IV, IM, and oral drug and fluid administration, EKG interpretation and defibrillation. Maintained my Mobile Intensive Care Unit through preventive maintenance checks and mandatory resupply. I supervised EMT-Basic, Intermediate, and Paramedic interns. As a Paramedic, I successfully completed written testing every six months while employed as well as oral exams with Forsyth County medical examiners yearly.

Professional Services

Well versed in implementation & maintenance of a Quality Assurance/Performance Improvement Program.

Licensed CPR Instructor.

Licensed to Instruct PCA Classes through DHSR.

Qualified Medication Technician Instructor.

Served as a preceptor to UNC-G for BSN students.

Served as a preceptor to Appalachian State University for bachelor's in healthcare administration.

Served as a Preceptor for NCBNHA

Community Activities

My family and I participate in several community activities, such as little-league baseball, karate, swimming, festivals, and fairs. I currently serve on the Board of Dancing Daughters Ministry. We have seven Grand Children who occupy a large portion of our free time.

Served as house volunteers for Exodus Ministries King, NC

References

Kim Bridgeman ALA
6441 Holder Road
Clemmons, NC 27021
336.469.1133

Christy Steelman PCA, MT, Assistant Administrator
6401 Holder Road
Clemmons, NC 27012
336.766.2990

Mechelle Kanipe ALA
2147 Davie Ave
Statesville, NC 28625
704.878.0123

Ms. Mindi Perry, LSW
Doctor's Making House Calls
Raleigh, NC
434.728.3196

Mrs. Tamra Lilly
PO Box 776
King, NC 27021
336.529.8993
Exodusministriesorg@gmail.com



North Carolina State Board of Examiners For Nursing Home Administrators

3733 National Drive, Suite 110

Raleigh NC 27612

919-571-4164 Fax: 919-571-4166

www.ncbenha.org

email: nhaboard@ncbenha.org

September 30, 2022

Ms. Julie Farmer
1336 Covington Road
King NC 27021

Dear Ms. Farmer:

On behalf of the North Carolina State Board of Examiners for Nursing Home Administrators I am pleased to enclose a new license registration card. This certificate of registration is issued subject to the Nursing Home Administrator Act and the "Rules and Statutes for the Licensing of Nursing Home Administrators".

The large permanent license certificate has a place beneath the seal where this current registration card is to replace the previous card. This license is valid until September 30, 2024 when it will be necessary to re-register for a new certificate of registration.

It is necessary that you earn 30 hours of continuing education credits between the date of renewal and September 30, 2024 in order to renew your license. PLEASE NOTE: IT IS YOUR RESPONSIBILITY TO MAINTAIN RECORDS OF THE COURSES YOU ATTEND. YOU WILL NEED THIS INFORMATION WHEN YOU RENEW YOUR LICENSE IN 2024.

Please feel free to contact me should you have a question or if I may be of assistance.

Sincerely,

Martha N. Bell
Executive Director



CERTIFICATE OF REGISTRATION

The State of North Carolina

This is to certify that a license is granted to

Julie C Farmer No. 1776

for the practice of Nursing Home Administration,
to expire on the 30th day of September, 2024

Date of Registration 9/30/2022

Chairman

Secretary



CERTIFICATE OF REGISTRATION

The State of North Carolina

This is to certify that a license is granted to

Julie C Farmer No. 1776

for the practice of Nursing Home Administration,
to expire on the 30th day of September, 2024

Date of Registration 9/30/2022

Chairman

Secretary

National Council of Certified Dementia Practitioners

Attests That

Julie Carter Farmer CDP

Has successfully completed the requirements of

National Council of Certified Dementia Practitioners

And is hereby certified for the period 07/09/23 through 07/09/25

To possess the credential of

Certified Dementia Practitioner (CDP)

CDP Certification Number is : 262456



Lynne Diet Gordon, LCSW, CDP, CAADCT

Certification Chairperson

State of North Carolina
Department of Health and Human Services
Division of Health Service Regulation

Effective January 1, 2024, this document
certifies that

JULIE C FARMER

is certified by the State of North Carolina as an

Assisted Living Administrator

This certification is issued subject to the statutes of the
State of North Carolina, is not transferable and shall expire

midnight December 31, 2025

A00000214



Authorized by:

Secretary, N.C. Dept. of Health and Human Services

Director, Division of Health Service Regulation

Julie Renee Carter Farmer

RN Permanent License #122609

Approval Date

08/28/1992

License Status

Active

Expiration Date

05/31/2026

Charges/Discipline

No

Confirmation/Reference #

KWFH6YVI

Compact Status

Multi State

Important notes:

- **Multi State:** Authority to practice as a licensed nurse in a remote state under the current license provided both states are party to the Nurse Licensure Compact and the privilege is not otherwise restricted.
- **Single State:** Authority to practice as a licensed nurse only in the state of North Carolina and the privilege is not otherwise restricted.
- The North Carolina Board of Nursing certifies that it maintains the information for the license verification function of this website and considers it to be a secure, primary source for license verification.

Information loaded from this database is current as of 4/11/2024 9:24:08 AM.

NC Division of Health Service Regulation

Adult Care Licensure Section

The Gardens of Statesville

Facility Information

License Number: HAL-049-023
 Site Address: 2147 Davie Avenue
 Statesville, NC 28625
 County: Iredell
 Capacity: 67 Beds

Statement of Deficiencies

Statements of Deficiencies (form used by the state to document inspections) are posted for adult care facilities with survey dates beginning November 1, 2014 and deficiencies or violations were identified.

Note: A Yes under the column, IDR Pending, indicates the facility has requested Informal Dispute Resolution (IDR), a process that gives a facility the opportunity to dispute all or some of the findings of a state inspection. If the Statement of Deficiency is changed as a result of IDR, the web page will be updated.

Inspection Type	Document Type	Inspection Date	Pages	IDR Pending
Constr Biennial Follow-up	No Deficiencies Cited	8/17/2023	0	No
Constr Biennial Follow-up	<u>Statement of Deficiency</u>	7/20/2023	1	No
ACLS Annual	<u>Statement of Deficiency with Plan of Correction</u>	12/15/2022	10	No
ACLS Annual	<u>Statement of Deficiency</u>	12/15/2022	10	No
Constr Biennial	<u>Statement of Deficiency with Plan of Correction</u>	11/22/2019	8	No
Constr Biennial	<u>Statement of Deficiency</u>	11/22/2019	5	No
ACLS Annual and Follow-up	No Deficiencies Cited	6/19/2019		No
Constr Biennial Follow-up	No Deficiencies Cited	5/22/2018	0	No
Constr Biennial Follow-up	<u>Statement of Deficiency with Plan of Correction</u>	4/10/2018	4	No

Inspection Type	Document Type	Inspection Date	Pages	IDR Pending
Constr Biennial Follow-up	<u>Statement of Deficiency</u>	4/10/2018	2	No
ACLS Annual	<u>Statement of Deficiency with Plan of Correction</u>	2/14/2018	3	No
Constr Biennial Follow-up	<u>Statement of Deficiency with Plan of Correction</u>	1/10/2018	3	No
Constr Biennial Follow-up	<u>Statement of Deficiency</u>	1/10/2018	3	No
Constr Biennial	<u>Statement of Deficiency with Plan of Correction</u>	10/24/2017	6	No
Constr Biennial	<u>Statement of Deficiency</u>	10/24/2017	6	No
ACLS Follow-up	No Deficiencies Cited	11/2/2016		No
ACLS Annual	<u>Statement of Deficiency with Plan of Correction</u>	7/11/2016	10	No
ACLS Annual	<u>Statement of Deficiency</u>	7/11/2016	10	No
Constr Biennial Follow-up	No Deficiencies Cited	1/11/2016	0	No
Constr Biennial	<u>Statement of Deficiency with Plan of Correction</u>	12/10/2015	5	No
Constr Biennial	<u>Statement of Deficiency</u>	12/10/2015	5	No

Star Rating

Star Ratings are based on the results of DHSR inspections and some inspections by the County Department of Social Services (DSS).

Stars	Score	Issue Date	Merits	Demerits	Inspection Type	
☆☆☆☆ (4)	102.5	1/20/2023	4.5	2	Annual	View Worksheet
☆☆☆☆ (4)	102.5	1/27/2020	2.5	0	Annual	View Worksheet
☆☆☆ (3)	104.5	4/6/2018	4.5	0	Annual	View Worksheet
☆☆☆ (3)	101.5	11/10/2016	2.5	0	Follow-up	View Worksheet
☆☆☆ (3)	99	8/10/2016	4.5	5.5	Annual	View Worksheet
☆☆☆☆ (4)	104.5	12/20/2013	4.5	0	Annual	View Worksheet
☆☆☆☆ (4)	102.5	11/17/2011	4.5	2	Annual	View Worksheet
☆☆☆ (3)	102.5	12/16/2010	4.5	2	Annual	View Worksheet

NC Division of Health Service Regulation

Adult Care Licensure Section

Clemmons Village I

Facility Information

License Number: HAL-034-090
 Site Address: 6401 Holder Road
 Clemmons, NC 27012
 County: Forsyth
 Capacity: 60 Beds

Statement of Deficiencies

Statements of Deficiencies (form used by the state to document inspections) are posted for adult care facilities with survey dates beginning November 1, 2014 and deficiencies or violations were identified.

Note: A Yes under the column, IDR Pending, indicates the facility has requested Informal Dispute Resolution (IDR), a process that gives a facility the opportunity to dispute all or some of the findings of a state inspection. If the Statement of Deficiency is changed as a result of IDR, the web page will be updated.

Inspection Type	Document Type	Inspection Date	Pages	IDR Pending
ACLS Annual	<u>Statement of Deficiency with Plan of Correction</u>	6/1/2023	4	No
ACLS Annual and Follow-up	No Deficiencies Cited	11/10/2021		No
ACLS Complaint	<u>Statement of Deficiency with Plan of Correction</u>	12/18/2020	6	No
ACLS Complaint	<u>Statement of Deficiency</u>	12/18/2020	6	No
Constr Biennial Follow-up	No Deficiencies Cited	3/1/2019	0	No
Constr Biennial Follow-up	<u>Statement of Deficiency with Plan of Correction</u>	1/17/2019	4	No
Constr Biennial Follow-up	<u>Statement of Deficiency</u>	1/17/2019	4	No
Constr Biennial	<u>Statement of Deficiency with Plan of Correction</u>	11/16/2018	8	No
Constr Biennial	<u>Statement of Deficiency</u>	11/16/2018	8	No

Inspection Type	Document Type	Inspection Date	Pages	IDR Pending
ACLS Annual	<u>Statement of Deficiency with Plan of Correction</u>	9/15/2017	8	No
ACLS Annual	<u>Statement of Deficiency</u>	9/15/2017	8	No
Constr Biennial Follow-up	No Deficiencies Cited	3/8/2017	0	No
Constr Biennial	<u>Statement of Deficiency with Plan of Correction</u>	1/4/2017	3	No
Constr Biennial	<u>Statement of Deficiency</u>	1/4/2017	3	No
ACLS Annual and Follow-up	<u>Statement of Deficiency with Plan of Correction</u>	8/20/2015	78	No
ACLS Annual and Follow-up	<u>Statement of Deficiency</u>	8/20/2015	28	No

Star Rating

Star Ratings are based on the results of DHSR inspections and some inspections by the County Department of Social Services (DSS).

Stars	Score	Issue Date	Merits	Demerits	Inspection Type	
☆☆☆☆ (4)	100.5	7/13/2023	2.5	2	Annual	View Worksheet
☆☆☆☆ (4)	102.5	12/15/2021	2.5	0	Annual	View Worksheet
☆☆☆ (3)	102.5	4/9/2021	0	0	Complaint	View Worksheet
☆☆☆ (3)	102.5	11/9/2017	4.5	2	Annual	View Worksheet
☆☆☆ (3)	96.5	9/24/2015	4.5	8	Annual	View Worksheet
☆☆☆☆ (4)	104.5	4/9/2013	4.5	0	Annual	View Worksheet
☆☆☆☆ (4)	102.5	12/16/2010	4.5	2	Annual	View Worksheet
☆☆☆ (3)	100	3/2/2010	0	0	Annual	View Worksheet

Penalties

Penalties imposed during the last 36 months are listed.

This facility has not received any penalties in the last three years.

NC Division of Health Service Regulation

Adult Care Licensure Section

Clemmons Village II

Facility Information

License Number: HAL-034-062
 Site Address: 6441 Holder Road
 Clemmons, NC 27012
 County: Forsyth
 Capacity: 66 Beds

Statement of Deficiencies

Statements of Deficiencies (form used by the state to document inspections) are posted for adult care facilities with survey dates beginning November 1, 2014 and deficiencies or violations were identified.

Note: A Yes under the column, IDR Pending, indicates the facility has requested Informal Dispute Resolution (IDR), a process that gives a facility the opportunity to dispute all or some of the findings of a state inspection. If the Statement of Deficiency is changed as a result of IDR, the web page will be updated.

Inspection Type	Document Type	Inspection Date	Pages	IDR Pending
Constr Biennial Follow-up	No Deficiencies Cited	3/1/2019	0	No
Constr Biennial Follow-up	<u>Statement of Deficiency with Plan of Correction</u>	1/17/2019	3	No
Constr Biennial Follow-up	<u>Statement of Deficiency</u>	1/17/2019	3	No
Constr Biennial	<u>Statement of Deficiency with Plan of Correction</u>	11/16/2018	7	No
Constr Biennial	<u>Statement of Deficiency</u>	11/16/2018	7	No
ACLS Annual	<u>Statement of Deficiency with Plan of Correction</u>	11/21/2017	7	No
ACLS Annual	<u>Statement of Deficiency</u>	11/2/2017	7	No
Constr Biennial Follow-up	No Deficiencies Cited	3/8/2017	0	No
Constr Biennial	<u>Statement of Deficiency with Plan of Correction</u>	1/4/2017	4	No
ACLS Annual	No Deficiencies Cited	3/12/2015		No

Star Rating

Star Ratings are based on the results of DHSR inspections and some inspections by the County Department of Social Services (DSS).

Stars	Score	Issue Date	Merits	Demerits	Inspection Type	
☆☆☆☆ (4)	102.5	2/6/2024	2.5	0	Annual	View Worksheet
☆☆☆☆ (4)	102.5	10/18/2021	2.5	0	Annual	View Worksheet
☆☆☆☆ (4)	100.5	1/22/2018	2.5	2	Annual	View Worksheet
☆☆☆☆ (4)	102.5	4/21/2015	2.5	0	Annual	View Worksheet
☆☆☆ (3)	100.5	7/22/2013	4.5	4	Annual	View Worksheet
☆☆☆ (3)	93	10/11/2012	7	4	Annual	View Worksheet
☆ (1)	79.25	9/16/2011	13.75	0	Follow-up	View Worksheet
(ZERO STARS)	(0) 65.5	7/7/2011	0	39	Complaint	View Worksheet
☆☆☆☆ (4)	104.5	6/22/2011	4.5	0	Annual	View Worksheet
☆☆☆ (3)	102	1/14/2010	2	0	Annual	View Worksheet

Penalties

Penalties imposed during the last 36 months are listed.

This facility has not received any penalties in the last three years.

This page was last modified on September 15, 2022.

Division of Health Service Regulation

ATTACHMENT

B

Amir M. Zarif
10508 Quarrier Drive
Cornelius, NC 28031
Mobile: 301-801-2512

Amirz@aol.com

SUMMARY

An energetic results-oriented health care professional with Twenty-Six years of proven track record in health care management. Particular expertise in:

- * Quality Mix Development
- * Team Building/Leadership Development
- * P & L Management
- * Medicare Rate Development
- * Case Mix Management
- * Vendor Management
- * Census Building
- * Budget & Cost Management
- * Marketing
- * Physician, Client and Community Relations
- * Human Resources Management
- * Strategic Planning

EDUCATION

Masters Degree in Business Administration, Gardner Webb University, Boiling Springs NC 2001
Bachelor of Science Degree in Engineering Technology, UNC-Charlotte, Charlotte, NC 1987

LICENSES

Licensed Nursing Home Administrator in Maryland 2003
Licensed Nursing Home Administrator in North Carolina 1996

Well versed in Windows, Excel, Word, WordPerfect, PowerPoint

ASSOCIATION WORK

Member of the North Carolina Facilities Association's Education Committee 2002-2014

SIGNIFICANT WORK EXPERIENCE

Briar Creek Health Center Charlotte, NC
April 2022-May 2023

Campus Director/Administrator- Responsible for the complete oversight of multiple communities in one location. Specific responsibilities include assuring compliance with all Federal, State and Local regulations, acting as a public relations liaison with the greater community, assuming budgetary responsibility, maintaining the appearance and operations of the physical plant, and safeguard provisioning of all daily service to residents.

Autumn Care of Statesville
October 2021 – April 2022

Administrator - Responsible for the management of the day-to-day operations of a 113-bed long-term care center, to include state and federal regulatory compliance, budgeting, P & L management, marketing, human resources, vendor management, public relations and strategic planning.

Lumberton Health and Rehab Lumberton NC
4/20-9/2021

Interim Administrator - Responsible for the management of the day-to-day operations of a 120-bed long-term care center, to include state and federal regulatory compliance, training the Director of Nursing to become an Administrator, budgeting, P & L management, marketing, human resources, vendor management, public relations, and strategic planning.

Universal healthcare of Concord, NC
12/19-03/20

Administrator - Responsible for the management of the day-to-day operations of a 115-bed long-term care center, to include state and federal regulatory compliance, census development, case mix management, budgeting, P & L management, marketing, human resources, vendor management, public relations, and strategic planning

MAXIMUS HEALTHCARE/ Accordius Health Winston Salem NC
04/18- 11/19

Executive Director. Winston Salem Nursing & Rehabilitation Center. Responsible for day to day operations for a 230-bed long term care facility. Lead all aspects of financial management including expertise in Medicaid and Medicare and therapy revenue drivers while maintaining expense control. Work closely with Marketing/Admissions to focus on community involvement while improving the facilities overall reputation.

KINDRED HEALTHCARE, Louisville KY

05/15- 04/18

Resource Executive Director. Stabilize troubled facilities thought Kindred's East Division to include stabilize facility, assist with hiring new Administrator, Train new Administrator to facility and Kindred's Policies and Procedures, continue to mentor and support new Administrators on Budget Management, Quality Care, Customer Service, Staffing, Cost Control and Cost Management.

BRIAN CENTER, Concord, NC

06/14-05/15

Administrator. Responsible for the management of the day-to-day operations of a 90-bed long-term care center, to include state and federal regulatory compliance, census development, case mix management, budgeting, P & L management, marketing, human resources, vendor management, public relations, and strategic planning.

- Brought Facility Back into Regulatory Compliance
- Built Strong Team of Department Heads

- Beat Budget for Census and Revenue Month of Month

KINDRED HEALTHCARE, Raleigh, NC

02/12-06/14

Sold to Southern Healthcare Management 60 days before I left

Executive Director. Responsible for the management of the day-to-day operations of a 157-bed long-term care center, to include state and federal regulatory compliance, census development, case mix management, budgeting, P & L management, marketing, human resources, vendor management, public relations and strategic planning.

- Deficiency Free Survey 2013
- Regional Award for Best Improved Quality Mix
- Increased Medicare Rates to \$497
- Improved Profit by 30 %
- Built Professional Team of Department Heads

GUILFORD HEALTHCARE CENTER, Greensboro, NC

05/10- 01/2012

Administrator. Responsible for the management of the day-to-day operations of a 110-bed long-term care center, to include state and federal regulatory compliance, census development, case mix management, budgeting, P & L management, marketing, human resources, vendor management, public relations and strategic planning.

- Deficiency Free Survey 2011
- Increased Quality Mix from 30% to 43%
- Increased Medicare Rates from \$395 to \$475
- Built Professional Team of Department Heads
- Beat Budget for First Quarter 2011 by 300 %

THS of KANNAPOLIS, Kannapolis, NC
Shoreline Healthcare Managed Facility

11/05-03/10

Area Administrator. Responsible for the management of the day-to-day operations of a 117-bed long-term care center and assisted the RVPO with 4-6 area facilities to include state and federal regulatory compliance, census development, case mix management, budgeting, P & L management, marketing, human resources, vendor management, public relations and strategic planning.

- Deficiency Free Survey 2009
- Deficiency Free Survey 2006
- Increased Quality Mix from 25% to 47%
- Increased Medicare Rates to \$475
- Recipient of Silver Presidents Award in April 2006
- Significantly Increased Revenue Since 2005

GATEWAY NURSING CENTER, Lenoir, NC
Shoreline Healthcare Managed Facility

10/04-11/05

Administrator. Responsible for the management of the daily operations of a 118-bed long-term care center, to include state and federal regulatory compliance, census development, case mix management, budgeting, P & L management, marketing, human resources, vendor management, public relations and strategic planning.

- Increased Quality Mix from 11% to 26%
- Increased Medicare Rates to \$450
- Significantly Increased Revenue

HEARTLAND OF HYATTSVILLE, Hyattsville, MD

8/03- 9/04

Administrator. Responsible for the management of the day-to-day operations of a 130-bed long-term care center, to include state and federal regulatory compliance, census development, case mix management, budgeting, P & L management, marketing, human resources, vendor management, public relations, and strategic planning.

- Greatly Improved Quality Case Mix
- Greatly Increased Revenue
- Brought Facility into Regulatory Compliance

REHABILITATION & NURSING CENTER, Gastonia, NC

9/99-8/03

Administrator. Responsible for the management of the day-to-day operations of a 118-bed long-term care center to include state and federal regulatory compliance, census development, case mix management, budgeting, P & L management, marketing, human resources, vendor management, public relations and strategic planning.

- Significantly Improved Survey Record.
- Company Award –Lowest Employee Turn Over in the Southern Region
- Changed Facility Image to the Premier Leader of Rehabilitative Care in the Community.
- Census Development & Case Mix Management
- Large Increase in Revenue

VARIOUS NURISNG HOMES, North Carolina

4/96-9/99

Administrator and Interim Administrator.

REFERENCES FURNISHED UPON REQUEST

DEBBIE HAMMONTREE

266 J Will Taylor Road Sharps Chapel, TN 37866 · 865-566-5632

Nurse911d@yahoo.com

Energetic management professional versed in business management, finance and sales, and patient case management. Emphasizes process improvement to increase profits and customers satisfaction while maintaining excellent patient care. Highlights Operations and Clinical management, Risk management, Performance tracking and evaluation, Decisive Leader, Financial management, Team building, Cost reduction, exceptional time management skills, adaptability, public relations, and marketing to community and referral resources. Knowledge of Medicare, Medicare HMO and Medicaid, and Home Health regulations and JCAHO standards.

EXPERIENCE

FEBRUARY 2019- APRIL 2022

EXECUTIVE DIRECTOR, TENNOVA HOME HEALTH- KNOXVILLE, TN

- Responsible for directing day-to-day operations of 60 plus staff and 250-280 average daily census within 13 counties surrounding Knoxville TN.
- Achieving number two agency in East Tennessee region for profitability and 4 star rating from 2 star within 18 month.
- Supervised all of the patient care activities to ensure the delivery of safe, economical, and efficient care.
- Managed referrals to assure and maintain an adequate staff which ensured quality care.
- Interviewed, hired, and oversaw orientation of new staff members. Completed timely performance evaluation of personnel.
- Assured regularly scheduled continuing education for personnel and supervises compliance of staff with online learning.
- Assured state and federal regulatory compliance applicable to home health and reimbursement.
- Performed staff education, in-services, and student meeting monthly or more frequently of areas are noted for improvement.
- Completed monthly chart audits for the QAPI program.
- Performed and maintained the QAPI program to include an executive summary, QAPI meeting, and meeting minutes.
- Achieved and maintained joint commission accreditation.
- Reviewed weekly operations spreadsheet, weekly metrics report, and weekly productivity report to ensure the agency is on target with budget goals. Followed up as needed.
Emergency Coordinator.
- Liaison between staff, patients, caregivers, physicians, referral sources, and joint venture partners.

AUGUST 2017 – FEBRUARY 2019

CLINICAL DIRECTOR, TENNOVA HOME HEALTH- KNOXVILLE, TN

- Planned, organized, coordinated, and directed daily agency functions.
- Oversaw and coordinated direct and indirect patient services.
- Managed and assisted Clinical Supervisors in managing clinical teams.
- Oversaw referrals and assisted in determining appropriateness for home care.
- Evaluated the performance of Clinical Supervisors.
- Assisted with the evaluation of the PI program.
- Planned and implemented education and in-services as needed for clinical staff.
- Assisted administrator in developing agency goals.

NOVEMBER 2015 – AUGUST 2017

CASE MANAGEMENT DIRECTOR/ MDS COORDINATOR, KINDRED HEALTH CARE- KNOXVILLE, TN

- Coordinated clinical care of skilled patients with the interdisciplinary team.
- Coordinated care of residents with insurance and obtain insurance authorizations.
- Worked closely with residents/family to discuss goals to ensure safe discharge to the community.
- Visited residents daily to discuss care.
- Completed MDS and transmit to CMS

JUNE 2014 – OCTOBER 2015

ACCOUNT EXECUTIVE, INTREPID HOME HEALTH- KNOXVILLE, TN

- Coordinated patient services to ensure timely admission, coordinated and set up of IVs, DME, or any other supplies.
- Maintained communication with referral resources to ensure patient and physician satisfaction.
- Resolved any issues reported to AE
- Collaborated with the Administrator and Regional Director of Sales and Marketing to develop monthly sales, a marketing plan that will assist in maintaining current and client base and identifying potential referral resources.
- Developed and initiated market plans.
- Met or exceeded monthly agency targeted Medicare goals.
- Developed and maintained physician, hospital, SNF, and Alf profiles including background and contact history, objectives, and trends.
- Promoted services through Public Relations.

NOVEMBER 2013 – MAY 2014

EXECUTIVE DIRECTOR, CAMELLIA HOME HEALTH- MORRISTOWN, TN

- Assured state and federal regulatory compliance applicable to home health and reimbursement issues.
- Educated all staff members about state and federal rules and regulations.
- Acted as a liaison between staff, patients, physicians, and other health care services.
- Worked with all members of the medical community to provide excellent home care services.
- Recruited, hired, oriented, assigned, evaluated, and guided staff positions to meet patient and agency needs.
- Ensured delivery of quality care to patients, enhancements of business development, and continuous improvement of agency efficiency and fiscal success.
- On-call triage of patients and ability to act appropriately and oversaw the clinical scheduling of daily care and on-call.

- Performance improvement audits quarterly, Risk Assessment, and Infection Control.
- Case managed 70 plus patients daily.
- Assured and monitored all aspects of patient care including visits, tests, DME, and infusions.

MARCH 2008 – JUNE 2013

DIRECTOR OF OPERATIONS/AE, AMEDISYS HOME HEALTH

- Had direct oversight, supervision, management, and coordination of day-to-day clinical and operational functions over an office consisting of 25-plus staff.
- Identified key growth opportunities for the business through community events and business development meetings weekly.
- Leveraged knowledge of customers, market trends, and principal to successfully market Home Health and Hospice.
- Annual budget with full P&L responsibilities of >1.5 million
- Reviewed and approved billing invoices/ expenses daily.
- Maintained quality care while maintaining cost-effectiveness.
- Educated staff and referral resources on Home Health and Hospice guidelines.
- On-call triage of patients and ability to act appropriately and oversaw the clinical scheduling of daily care and on-call.
- Performed improvement audits quarterly, Risk Assessment, and Infection control.
- Strategic problem solving with a task-oriented perspective on outcomes and resolutions.
- Assured and monitored all aspects of patient care including visits, tests, DME, and infusions.
- Assumed duties of the Clinical Manager in their absence, including Coding and locking Oasis.

EDUCATION

1997

ASSOCIATE OF SCIENCE: RN, WALTER STATE COMMUNITY COLLEGE

SKILLS

- Strategic problem solving with task-oriented perspectives on outcomes and resolutions.
- Ability to communicate with both clients and staff.
- Decisive leadership skills
- Team Management skills

ACCOMPLISHMENTS

- Recipient of the Chairman’s Club Award in 2010 and 2012
- Clinical Excellence Award 2011
- Reduction of ACH from 37% to 15.2% in 12 months
- Increased Union County market share from 47% to 92% within 4 years.

- Home Health Care Elite 2012
- 1.75 million Revenue 2012 with 500 thousand in profits.

TERESA BAILEY

3808 Orchard Road
Iron Station, NC 28080
teresabailey75@yahoo.com
704-913-5980

Summary of Qualifications:

25+ years in the Healthcare Industry, while specializing in District/Regional Accounting & Management. Extensive knowledge of Billing, Billing applications, Collections; Software Conversions, Contract & Credentialing, Teaching, Training and Auditing, multi-facilities. My organizational skills as well as my inter-personal skills are outstanding. Driven by positive, Goal oriented interactions. Ability to Manage, direct and keep employees focused to ensure outcomes set forth are achieved.

Career history:

CFO

HealthPRO-Heritage (March 2021-present)

Senior Living Division, LTC Division & PEDS Division across the country

- 45 employees in house & 3 third party Billing companies
 - 550 individual sites with responsibility of AR Collection Teams
 - 21 PED Sites with responsibility of AR Collections
 - LTC Invoicing for Home Health and Skilled Nursing
 - Insurance verification processes
 - Authorization processes
 - Managed Care contracts
 - Therapist Credentialing team
 - Teaching and Training of systems and AR processes
 - Acquisitions implementation
 - Terminating of existing sites ongoing
 - Banking to meet monthly targeted Goal.
- ✓ Increased the overall cash in 2022 by 14 million.
 - ✓ Streamlined the verification and authorization teams to maximize 4k verifications a month with 8 FTE's.
 - ✓ Implemented monthly AR reviews with third party billing companies to maximize cash.
 - ✓ Reduced turn over by 65% in 2022
 - ✓ Completed process workflows for the board around internal RCM practices.
 - ✓ Worked with the Therapist in the field to close the EMR by the 6th day of the month to get paid for MRB within the same month.

Director of Reimbursement

Sanstone Health Care (November 2017-March 2021)

- Responsible for 18 SNF Facilities and CBO in NC
- Implementation of billing process for CBO
- Worked with software company on 4 Facility Acquisitions in 1 year.
- Provided Training to all Business Office Billing staff on New Software (Matrix), systems, and collection processes.
- Responsible for Medicare, Medicaid, Insurance Cash forecasting
- Responsible for in servicing all facilities on any new Medicare, Medicaid or Insurance changes.
- Ensure Facilities collect Medicare in the same month billed. Set and monitor Cash Goals Daily
- Monthly BOM A/R reviews with Owner, CFO, and Administrators.
- Ensured Resident Trust, Bad Debt Write offs, Adjustments, were completed timely & tracked trends.
- Work closely with Accountants on cost reporting items (Reimbursable Bad Debts)
- Work with Auditors during Facility Audits (Medicaid, Social Security, Medicare etc.)
- Worked closely with the MDS Coordinators in each facility with the Triple Check Process
- Worked with Insurance companies to obtain contracts for the newly acquired facilities and completed all credentialing.

- ✓ Saved Owner 1.2 million in Medicaid funds that CFO was going to refund to the state.
- ✓ Implementation of Matrix Accounts Receivable Software 4 acquired facilities.
- ✓ Increased Receivable income from 70% to 96%. Medicare and Medicaid paid within same month.
- ✓ Set up Triple Check systems in the facilities- to ensure audits in the future would have supporting documents.
- ✓ Set Up Medicare Reimbursable Bad Debt with monthly audits to ensure cost reporting was accurate and pass through payments were obtained. Company had no pass-through payments upon my arrival.
- ✓ Within One Year cash collections were 25 million ahead of prior years. Due to timely billing calendar implemented and clean claims submitted.

Director of Revenue Cycle Management

Citadel Healthcare Management (October 2016- November 2017)

- Responsible for 8 SNF Facilities and CBO in IL
- Implementation of billing process when IL went Managed Medicaid
- Worked with software company on 2 Facility Acquisitions in 6 months.
- Provided Training to all Business Office Billing staff on New Software (PCC), systems, and collection processes.
- Responsible for Medicare, Medicaid, Insurance Cash forecasting
- Responsible for in servicing all facilities on any new Medicare, Medicaid or Insurance changes.
- Ensure Facilities collect Medicare in the same month billed. Set and monitor Cash Goals Daily
- Monthly A/R reviews with Board of Directors, Regional VP, and Administrators. BOM's
- Ensured Resident Trust, Bad Debt Write offs, Adjustments, were completed timely & tracked trends.
- Work closely with Accountants on cost reporting items (Reimbursable Bad Debts)
- Work with Auditors during Facility Audits (Medicaid, Social Security, Medicare etc.)
- Work side by side with and filled in as the Billing Office Manager as needed.
- Worked closely with the MDS Coordinators in each facility with the Triple Check Process
 - ✓ 2 Medicaid Audits beginning with payback of 500k ending in payout of 80k.
 - ✓ Implementation of PCC Accounts Receivable Software both acquired facilities.
 - ✓ Increased Receivable income from 80% to 96% apart from IL not paying Medicaid.
 - ✓ Tracking all Medicaid Claims to ensure adjudicated. When IL releases funds payment made within 10 days
 - ✓ Set up Triple Check systems in the facilities- to ensure audits in the future would have supporting documents.
 - ✓ Set Up systems in CBO to ensure Process and Cash Flow consistent month over month.

Regional Business Office Consultant/Executive Director of Financial Systems,

Apex Healthcare Solutions (4/17/11 -10/1/16)

- Responsible for 20 SNF Facilities Business Office functions in NC (UT, CO, IL & SLF'S in IL)
- Evaluate and provide individual facility plans to meet the AR targets monthly/quarterly.
- Provided Training to all Business Office Billing staff on New Software, systems, and collection processes.
- Responsible for Medicare, Medicaid, Insurance Certifications and Re-certifications
- Responsible for in servicing all facilities on any new Medicare, Medicaid or Insurance changes.
- Ensure Facilities maintain no less than 98-100% Cash Collections each month. Monitor Goals Daily
- Monthly A/R reviews with Board of Directors, Regional VP, Revenue Cycle Manager, Administrators
- Ensured Resident Trust, Bad Debt Write offs, Adjustments, were completed timely & tracked trends.
- Work closely with Accountants on cost reporting items (Reimbursable Bad Debts)
- Work with Auditors during Facility Audits (Medicaid, Social Security, Medicare etc.)
- Work side by side with and filled in as the Billing Office Manager as needed.
- Worked closely with the MDS Coordinators in each facility with the Triple Check Process
 - ✓ RVP in NC from 4-2012 through 12-2012 (in addition to EDOBS)
 - ✓ Conversion of the Accounts Receivable Software (January,2013 – March 2013).
 - ✓ OIG Audit- composed an integrity audit for the facilities (worked closely with Corporate Attorneys)
Set up systems to ensure audits in the future would have supporting documents.
 - ✓ Brought the Company from 70% to 98% Cash Collections month over month after one year.

Regional Business Services, LA Vie Healthcare (12/21/05 – 4/15/11)

- Responsible for 5-7 Facilities Business Office functions at any given time.
- Teach, train all Business Office staff on all systems, collection processes, payroll, Accounts Payable
- Audit facilities to ensure Policies and Procedures are followed.
- Assist Facilities in maintaining AR at 20% over 90 days or less.
- Assist Facilities in maintaining no less than 100% Cash Collections each month.
- Responsible for all Medicare, Medicaid and Insurance audits and ADR's.

- Monthly reviews of Accounts Receivables and assist BOM's with collection of problem accounts.
- Monthly reviews of Resident Trust Accounts
- Work closely with Staff Accountants preparing all documents for cost reporting purposes.
- Monitor and assist BOM's with closing AR as well as AP each month.
 - ✓ Most improved AR 1st year on board (1M over goal)
 - ✓ Best AR with 98-100% Cash Collections 4 years with the Company
 - ✓ Training Regional Consultant – Mentor to other New Consultants

Regional Manager of Field Accounting, Kindred Healthcare (4/2001 – 12/2005)

- Responsible for oversight of 7 buildings in North Carolina
- Teach, train all Business Office Staff on all systems, collection processes, payroll, Accounts Payable
- Assist Facilities with month-end close procedures to ensure proper A/R and current billing procedures are followed.
- Facilitate monthly audits to ensure corporate policies and procedures upheld.
- Monitor and control collection of Medicare, Medicaid and Commercial Accounts
- Establish and Implement billing practices to ensure goals are met and maintained.
- Reconcile all patient accounts receivable, General and Resident Trust bank accounts.
- - ✓ Region named year over year for outstanding achievements (cash collections/ superior audits)
 - ✓ Regional Consultant that was consistently given problematic AR facilities for AR projects

Regional Accountant, Sun Healthcare (11/1997 – 4/2001)

Duties outlined in positions listed above.

Strengths:

- Able to initiate and follow through on projects independently.
- Proficient at multi-tasking and productive at delegating tasks for optimal efficiency and results
- Adapts easily to functioning under pressure to meet short and long-term deadlines.
- Vast experience interacting with public in a professional and courteous manner.
- Driven to meet goals set forth.
- Ethical, honest, responsible and dependable with an impeccable work record
- Extremely fast learner with excellent organizational skills who thrives on challenging duties and new responsibilities.

Systems:

- ✓ SAP, MECCA, HPAS, ABILITY, AHT, Matrix Care, Point Click Care, Kronos Workforce, Minuteman, RFMS, NCTRACKS, GAMMIS
- ✓ A/P, A/R, Payroll, Collections
- ✓ Medicare A & B billing (FISS), Medicaid, Private Pay, Private Insurance, Worker's Compensation,
- ✓ FL-2 Prior Approval and DSS Applications

Education:

Gaston College – Associates Business Administration
 Ashbrook High School Graduate

Reference available upon request

Kirkland Dickey

3853 US 311 Hwy N Pine Hall, NC, 27042 | 336-427-3076 | kmdickey@gmail.com

- To increase the health and wellbeing of community members in medically underserved areas of rural North Carolina.

DOCTORATE OF NURSING PRACTICE | MAY, 2019 | UNIVERSITY OF NORTH CAROLINA AT GREENSBORO, GREENSBORO, NC

BACHELORS OF SCIENCE, NURSING (CUM LAUDE) | MAY, 2006 | UNIVERSITY OF NORTH CAROLINA AT GREENSBORO, GREENSBORO, NC

LICENSED PRACTICAL NURSING CERTIFICATE (HONOR GRADUATE) | MAY, 2000 | ARMED FORCES HEALTH SCIENCE CENTER, SAN ANTONIO, TX

BACHELOR OF ARTS, THEATRE DESIGN |1995 | FURMAN UNIVERSITY, GREENVILLE, SC

07/2019 to Present **Adult/Geriatric Nurse Practitioner**
Lifebrite Family Medical of Pine Hall, Pine Hall, NC

07/2015 to 07/2019 **Assistant Nurse Manager Emergency Services**
Novant Health Kernersville Medical Center, Kernersville, NC

- Supervised 26 direct report employees
- Lead unit recruiting and hiring process
- Managed employee review process

04/2014 to 07/2015 **Staff Nurse Emergency Services**
Novant Health Kernersville Medical Center, Kernersville, NC

- Charge Nurse
- Triage Nurse

01/2011 to 03/2014 **Clinical Manager II**
Bayada Home Health Care, Winston-Salem, NC

- Supervised 120 direct report employees
- Ensured compliance with state and federal regulations
- Managed caseload of 60 skilled and non-skilled clients

03/2009 to 01/2011 **Staff Nurse Cardiovascular Surgical Unit**
Novant Health Forsyth Medical Center, Winston-Salem, NC

- Immediate post op management of cardiothoracic patients
- Supervised recovery of CABG, valve replacements, wedge resection and transplant.

08/2006 to 03/2009 **Clinical Shift Manager Intermediate Care Unit**
Novant Health Forsyth Medical Center

- Supervised 30 direct report employees
- led recruiting and hiring
- managed employee review process
- ensured compliance with state and federal regulations

Fields of Interest

- Geriatrics, Informatics, Diabetes

Professional Organizations

- Sigma Theta Tau International Honor Society of Nursing
- Emergency Nurses Association
- American Association of Critical-Care Nurses

Licenses and Certificates

- Certified Emergency Nurse (CEN)
- Critical Care Registered Nurse, Adult (CCRN-A)
- Basic Life Support (BLS) Instructor
- Advanced Cardiac Life Support (ACLS) Instructor
- Pediatric Life Support (PALS) Instructor
- Advanced Cardiac Life Support-Experienced Provider (ACLS-EP)
- Advanced Trauma Life Support (ATLS) Provider
- Neonatal Resuscitation Provider (NRP)

DAVID M KAPLAN, MD
davidmkaplanmd@gmail.com
(336) 314-3345

EDUCATION & LICENSING

05/22/1967	University of Pennsylvania Bachelor of Arts, Religious Thought
06/06/1971	Virginia Commonwealth University School of Medicine Medical Doctor
06/30/1974	Family Practice Residency York Hospital
1974 - present	Diplomat, American Board of Family Medicine
1976 - present	NC Medical License, #20612

EXPERIENCE

1/2021 - Present	Saved Health, High Point, NC, Staff Physician
1/2017 - Present	LifeBrite Community Hospital of Stokes, Danbury, NC Active Staff Physician
12/2016 - 1/2021	Alex Wilson Counseling, Greensboro, NC Staff Physician
8/2011 - 1/2017	Pioneer Community Hospital of Stokes, Danbury, NC Courtesy Staff Physician
8/2011 - Present	Stokes County Nursing Home, Danbury NC Current Medical Director
6/2009 - 7/2011	Stokes-Reynolds Memorial Hospital, Danbury, NC Skilled Nursing Unit Courtesy Staff Physician
11/2007 - 6/2009	Brown Summit Family Medicine, Brown Summit, NC Primary Care Physician
03/2007 - 8/2016	Oak Forest Health and Rehabilitation, Winston-Salem, NC Attending Physician

1981- 8/2019	Countryside Manor Long Term Care, Stokesdale, NC Medical Director and Attending Physician
4/1979 - 8/2007	Family Practice of Summerfield, Summerfield, NC Founder, Owner, Managing Partner
1/1977 – Present	Community Innovations, Greensboro, NC Group homes for autistic adults Medical Director
7/1976 - 4/1979	Guilford College Family Practice Associates (Now Eagle @ Guilford College) Founder, Partner
7/1974 - 6/1976	US Air Force, Patrick Air Force Base, Cocoa Beach, FL Major, General Medical Officer

1976-present, Medial Staff, Moses Cone Health Systems
1988-1989, President of Medical Board, Moses H Cone Memorial Hospital
Member, American Medical Directors Association
Member, American Academy of Family Practice

Cory Ploch
1323 High Valley Road
King, NC 27021
Cell: (910) 650-7645
coryploch@gmail.com

Key Qualifications

Communication	Secret Clearance	Organized
Teamwork	Accountable	Directed
Leadership	Proficient	Motivated

Professional Experience

Supervisor, Field Operations June 2019-Present
Spectrum, 1410 Trade Mart Boulevard, Winston-Salem North Carolina 27127

- Enforces all safety standards to be followed per company standards and expectations.
- Resolves escalations and ECAF/ARC's in a timely and efficient manner.
- Enforces company policy and holds technicians accountable to TQA standards as well as Trouble Call Check List expectations.
- Provides timely and sound guidance to field employees, ensuring the best possible customer experience.

Field Technician I-IV September 2016-June 2019
Spectrum, 1410 Trade Mart Boulevard, Winston-Salem, North Carolina 27127

- Performed installs and trouble calls for Spectrum subscribers.
- Completed all required training to progress from Field Technician I to Field Technician IV.
- Monitored trainees so they become proficient and compliant with all FCC and TQA standards.
- Continuously helped fellow technicians with field related issues.

Student

August 2015-August 2016

Coastal Carolina Community College, Jacksonville North Carolina 28546

- Completed all requirements for North Carolina Basic Law Enforcement Training.
- Maintained strict accountabilities for all assignments turned in for grading.
- Maintained high level of physical fitness during and after the completion of Law Enforcement training.
- Continued education for degree in Criminal Justice.

Car Salesman

May 2015-July 2015

National Volkswagen, Jacksonville, North Carolina 28546

- Provided exceptional customer service from the time the customer arrives until the customer leaves.
- Follow up with customers to provide answers to any questions or problems that arise after the completion of the sale.
- Maintain updated and accurate knowledge of all new and used vehicles.

Substance Abuse Coordinating Officer

July 2014-May2015

United States Marine Corps, Camp Lejeune North Carolina 28540

- Developed and recommended service plans and policies for substance abuse prevention and treatment.
- Published a long-range, integrated plan for Substance Abuse Prevention including training for prevention staff, Substance Abuse Counselors and unit Substance Abuse personnel.
- Conducted research and provided evidence-based models to support identified needs within the unit prevention programs and installation treatment services.
- Evaluated programs and services with both quantitative and qualitative data.

Section Leader

September 2013-July 2014

United States Marine Corps, Camp Lejeune, North Carolina 28540

- Accountable for the discipline, appearance, conduct, and welfare of my section at all times.
- Identifies and improved security deficiencies in order to increase productivity.
- Coordinated and supervised the deployment of the machine gun section.

Education

Fold	2019
SCTE Filed Operations Progressions FT II-FT IV	2017-2018
Forsyth Tech Community College	2018
Spectrum New Hire Training	2016
Coastal Carolina Community College	2016
Basic Law Enforcement Training	2015
Substance Abuse Coordinating Officers Course	2014
Infantry Small Unit Leaders Course	2014
Advanced Machine Gun Course	2014
Sergeants Course	2013
Marine Corps Infantry Combat Instructors Course	2010
Infantry Leadership Course	2008
Basic Machine Gunners Course	2006
Marine Corps Recruit Training	2005
East Forsyth High School	2005

Christine Lee

336-816-1476

christine.tillman89@gmail.com

Professional Objective

To promote and advertise for the Stokes County hospital, and its clinics in order to increase the patient population and overall visibility to the community. Meanwhile, helping to create and maintain a positive working environment for all staff, as well as a positive, safe experience for all patients and their families.

Education

Salem College, Winston-Salem, NC

Bachelor of Arts in Education, May 2011

Skills & Qualifications

- Outgoing, dependable, honest, dedicated, disciplined, organized, and creative individual.
- A team player with strong interpersonal, organizational, and analytical skills.
- Focused on productivity and is an enthusiastic worker.
- Proficient in Microsoft Office tools (Word, PowerPoint, Outlook, and Excel).

Work Experience

January 2023– Present LifeBrite Community Hospital of Stokes Danbury, NC

Financial Services Clerk

- Verify and post patient and insurance payments received in the daily deposit. Create manual deposits received in the mail, daily. Collect and organize data for audits, when needed. Collect patient payments, post adjustments and make corrections to patient accounts.
- Send FLASH report to corporate, daily and assist with some nursing home paperwork needed before patients can become residents.

Referral Coordinator

- Send referrals to specialists and obtain prior authorizations for specialty procedures. Communicate with specialists' offices and patients about appointments, locations and needs before procedures. Keep track of authorization dates and reports as they are faxed back to our facility. Answer phones, send and receive faxes, and cover the front desk, when needed.

Emergency Department Registration Clerk

- Greet and assist patients upon arrival to the facility. Register, file paperwork and verify/run patient insurance information. Collect copays, answer phones, and assist ED staff when necessary.

May 2021– Present Picture Perfect Lawn Service Fayetteville, NC

Co-Owner, CEO, Bookkeeper, Lawn Technician

- Created and maintained processes and procedures for day to day operation. Communicated with customers to schedule appointments, collect payments and handle any complaints that may have arisen.
- Mowed, weeded, and cleaned up lawns for regular customers. Performed leaf clean ups, designed and completed flower bed overhauls and small retaining walls.
- Continue to maintain company books and complete financial paperwork for taxes, as well as any other yearly certifications.

August 2019– August 2020 Wayfair Fayetteville, NC

B2C Sales Representative - Online Chat Agent

- Greeted and engaged with customers through online chat in order to assist with online shopping.
- Was often among the top 10 highest scoring chat agents in the company for customer review ratings, each month.
- Was selected to be a part of the pilot program for the company's email team, with great success.

April, 2016 – August 2019 Academy Sports and Outdoors Fayetteville, NC

Apparel Team Lead

- Welcomed, and assisted customers each day. Monitored and directed associates while also completing tasks of all other team members. Assisted with the department schedules and delegated tasks for team members to complete during each shift.

Full Time Team Sports Team Member

- Welcomed, and assisted customers each day. Worked freight, organized and labeled top stock, down stock, set/reset POGs, zoned department and helped maintain a clean, safe store. Answered phones, handled store to store transfers, golf club trade ins, and racquet stringing, as well as, coverage/assistance when other team members were in need.

August, 2014- November, 2015 ; August 2019 - June 2020 Cumberland County Schools Fayetteville, NC

Full Time Teacher

- Taught 6th grade English at 71st Classical Middle School. Assisted the planning of educational trips and events for students and staff. Worked with other teachers to integrate topics from other subjects into each class period. Volunteered to coach an event for the Science Olympiad team.
- Taught 6th grade math at Westover Middle School for one and a half school years. Held the role of team leader. Organized school and team events, as well as meetings and events for the other 6th grade teachers. Was voted on to be a part of the School Improvement team after being there only a short period of time. Coached the school volleyball team for two seasons and drove the bus to and from all away games.

August, 2011- June 2014 Stokes County Schools Stokes County, NC

Full Time Teacher

- Taught 6th grade math at Chestnut Grove Middle School for 2 years. Also taught 6th grade science and social studies, each for one year. Created lesson plans, educational activities and events for students. Planned and organized educational field trips. Volunteered to complete CPI training for the Nonviolent Crisis Intervention Team and served on both the School Improvement and Student Assistance Teams.

Interim Teacher

- Taught second grade for the majority of the school year at Mount Olive Elementary School. Wrote lesson plans and carried out all responsibilities as a full time teacher. Also served on the Student Assistance Team.

August 2011- November 2011 and August 2013- November 2013 Salem College Winston-Salem, NC

Assistant Volleyball Coach

- Was in charge of organizing and running practices, assisting with specialized training for players in different positions. Kept player statistics during games, while also advising players on and off the court. Occasionally drove the team bus to and from games.

CURTIS "LEN" TILLMAN



TALLMAN.PROD@GMAIL.COM



336-816-1437

OBJECTIVE

To work in the field(s) of programming, computer-user relations, or media communications.

SKILLS

My strengths include attention to detail, working well with others and producing a quality product.

VOLUNTEER EXPERIENCE

I own a karate dojo, taken over from my father, where I am a fifth-degree black belt. Our style, Kamibushido, is a mix of Isshinryu, Jujitsu and Aikido. I teach others as well as demonstrating techniques and honing my own skills for the future. I have been practicing martial arts for 25 years.

EXPERIENCE

SERVICE DESK ANALYST I AT NATIONAL GENERAL INSURANCE

October 2020 – Present

I had to manage a phone station and provide IT support to employees at NGIC as well as maintain notes about my actions and handled light security issues like password resets and minor or quickly fixable computer problems in the Windows 10 operating system. Also learned where to route calls in the telephone system, Interaction Desktop. Remote work.

ORHTOIMAGERY SPECIALIST AT SPATIAL DATA CONSULTANTS, INC.

April 2014 – October 2020

Software experience includes working with Microstation V8i, OrthoPro, GeoMedia, Ortho Vista and Photoshop. Responsibilities include applying Digital Elevation Models to Aerial Photographs, which are then mosaicked into tiles, and delivered to the client. Any imperfections in the "orthos" are corrected in Photoshop.

PRESIDENT OF GLOBAL GOSPEL RADIO NETWORK, INC.

September 2009 – February 2014

As president of GGRN, I was in charge of all day-to-day management. Also, as president, I was in charge of office and electronics maintenance. I performed several CFO responsibilities, including all major purchases, income, bank deposits, and basic financial responsibilities. I also managed 4 employees, served as human resources and maintained the client database.

EDUCATION

BIBLE, MEDIA COMMUNICATIONS CONCENTRATION, B.A. - 2009

Johnson University

I also participated in Campus Chorus, Concert Band and Summit Church Group. Our class in Media Communications also helped with several films done by the professors and staff at Johnson University. I operated a boom mic, camera and helped with editing in Final Cut Pro and Avid Editing Suite.

Tee Faircloth

3397 Osborne Place, Macon, GA 31204

(213) 949-0167 tgf@econres.org

2015-Current Rural Economic Development **National and International Projects**

Chairman, Rural Health Innovation Alliance

Managing Partner, Economic Research Associates

Managing Partner, Redbud Economic Management

Founder and CEO, CCI

Technology Development- Designed and built swing bed network, electronic health records, Medicare Cost Report Automation, HIE interfaces, payment technologies, operational technologies

State Payment Model Design- Designed and implemented different structured payment models for dual-eligible populations in 2 states.

Policy Work Wrote the rural health provisions of the CARES Act. Has written and advised on multiple state and federal rural bills. Advisor US Senate Rural Health Caucus. NC CAH Committee.

2014 CenterGate Capital Management

Austin, TX Business Development

Structured firm and generated deal flow for lower middle market private equity fund.

2012-2014 Green Lifestyle Foods

Los Angeles, CA Operating Partner

Turned around a vegan food delivery company, which was hemorrhaging cash. Reorganized operations, streamlined workforce. Once stable positive cash flow positive was achieved, divested company.

2009-2012 Tribox Entertainment

Nashville, TN Partner

Managed and consulted musical artists. Managed band as it opened for Bon Jovi. Helped artist develop a style that led to a UMG contract and number one hit on the country chart.

2002-2009 F.M. Allen

New York, NY Founder and CEO

Created a luxury goods brand on Madison Avenue. Designed and created a line of both men's and women's colonial inspired clothing incorporating the latest in performance features. Designed and oversaw luxury safaris throughout Africa for clients. Ran a company that grew from less than \$500,000 in sales in year one to over \$6 million in sales in year six. Marketed brand to top publications, leading to features in Departures, Men's Vogue, Vogue, Elle, Town & Country, and the New York Times. Published photographer in Vogue, Men's Vogue, and various wildlife publications.

2001-2002 Lehman Brothers Inc. New York, NY VP / Head of distressed bond trading

Led a group of analysts in identifying and acquiring distressed and bankrupt companies as part of a multi-billion dollar face portfolio. Facilitated customer business through creating markets in distressed and bankrupt bonds. Assumed the top ranked distressed team and maintained the number one ranking in the league tables.

1995-2001 Salomon Brothers Inc. / Citigroup New York, NY VP / Head of distressed bond trading

Led a group of analysts in identifying and acquiring distressed and bankrupt companies as part of a \$600 million leveraged portfolio. Facilitated customer business through creating markets in distressed and bankrupt bonds. Salomon rise from twelfth in the league tables to second in one year. **Managing Partner,**

Education

1994 Vanderbilt University Nashville, TN: BS Psychology

Aditya Singh

aditya.singh.11403@gmail.com | (706) 505-5011 | linkedin.com/in/aditya-singh-curamei/

Ponte Vedra Beach, FL 32081

Experience

Curamei Technologies, Ponte Vedra, Florida

Founder / Technical Lead

- Oversaw implementation of process automation and clinical documentation software intended to reduce clinician burnout, improve quality of care, and reduce delays to care
- Led team of 8 engineers, product managers, and business analysts to take products from idea to production across a variety of use cases and customer types
- Built and maintaining full-stack web apps with patient and provider-facing Angular user-interfaces for frontend with Node.js backend using Express framework, PostgreSQL database, and Google Cloud Healthcare FHIR data storage
- Implemented secure third-party FHIR integrations with electronic health record (EHR) patient portals for Epic, Cerner, and AllScripts, added support for importing continuity of care documents (CCD) from PracticeFusion, and enabled connection to OneDrive filesystem
- Designed platform architecture with considerations for security and end-to-end HIPAA-compliance
- Deployed patient-facing mobile apps for Apple App Store and Google PlayStore using Ionic framework

Economic Research Associates, Ponte Vedra, Florida

Partner

- Overseeing management of Aging Innovation grant program with a central Georgia community-owned rural hospital to enhance care outcomes for patients over the age of 50
- Managing implementation of automation technology to support providers seeking to enhance operational financial sustainability through access to live reporting for reducing denials of claims and identifying where to streamline care guidelines to reduce cost without sacrificing patient care quality
- Built and scaling rural hospital accounting software system to provide live projections of Medicare cost-based reimbursement amounts to help Critical Access Hospital management with financial decision making

PinnacleWay Biz Solutions Pvt Ltd, Gurgaon, India

Technical Quality Oversight

- Managed technical interview process for over 30 engineers, architects, database administrators, and data engineers to assess technical talent and culture fit
- Devised set of interviewing criteria and trained team of 4 key engineers to interview more candidates at greater levels of rigor to ensure the best candidates had the opportunities to present themselves in interview processes
- Reviewed deliverables across team of over 40 employees performing data analytics and internal IT transformation work for a Canada-based auto insurance client
- Prepared and trained product managers on methods to regularly assess deliverables by team members and follow-up to identify strategies to speed up delivery timelines, enhance quality, and enforce consistent practices

Projects

GallMD

Lightweight electronic health record system for rural providers

- Designed full hospital electronic health record (EHR) from scratch and laid out technical requirements for development and testing of product to enable an initial product go-live within 7 months
- Assessed federal regulatory requirements for designation as a Certified EHR Technology (CEHRT) and led process of achieving certification for GallMD
- Managed internal testing and go-live considerations for deployment to three sites at initial product launch for two ambulatory clinics and one hospital facility

- Devised set of process automation scripts to facilitate migration of old system data within the hospital and its clinics to ensure data from before GalIMD go-live is accessible within the new software.

eCruiseControl

Process automation technology to cut manual data entry costs and provide decision support

- Iterated on and launched lightweight process automation tool to replace the need for human involvement in manual data entry and software information integration
- Expanded on capabilities of browser extension to support full no-code configuration of workflows and created decision support capabilities to allow use cases within medical necessity verification, clinical trial enablement, and quality measure improvement
- Created team of three to manage future product development, creation of administrative dashboard for user support, and support for relevant microservices to enhance automation capabilities

ERA Hospital Finance

Analytics solution to provide Critical Access Hospital management with financial decision making insights

- Deployed system to aggregate accounting and patient census data for rural Critical Access Hospitals to project estimated Medicare cost-based reimbursement metrics to allow management to make better-informed decisions about investment in new clinical services
- Expanded capabilities to support end-to-end customization of the type of data inputs and outputs to account for the variety of scenarios that different Critical Access Hospitals may be in due to their own respective software selections, organizational structures, and patient populations

Curamei Patient App

Patient-facing app to help users aggregate personal health records to share between their own doctors

- Launched patient-facing mobile apps for Android and iOS which allows users to connect to patient portals of multiple health systems and to upload personal health record documentation to allow patients with complex medical histories to aggregate and share their health history with multiple care providers
- Developed secure and scalable methods of bulk data transfer and transformation from large electronic health record patient portals to be saved and displayed in patient-friendly user interfaces

Education

Georgia Institute of Technology, Atlanta, Georgia

- Bachelor of Science in Computer Engineering, Minor in Economics
- GPA: 3.76

Skills

Software Engineering:	Typescript, Angular, React, Node.js, PostgreSQL, No-SQL, C++, Python
Cloud Computing	AWS Lambda, Cognito, S3, SES, RDS, Dynamo DB, Google Cloud Platform Compute, Storage, Healthcare APIs, Cloud Run, CloudSQL
Project Management:	Trello, Agile (Scrum) Methodology, Software Development Lifecycle (SDLC)
Health Informatics:	PracticeFusion CPSI Thrive, eClinicalWorks, AthenaHealth, FHIR, C-CDA, FQHC UDS, HEDIS
Embedded Systems:	Arduino, Raspberry Pi, Analog/Digital Logic Gates, ARM Mbed
Communication:	Research Papers/Reports, Public Speaking, Business Model Canvas

Andrew O. Fosmire, M.S.

926 Sand Creek Drive

Enid OK, 73701

Email: andy.fosmire@gmail.com Cell: (580) 554-0027

PROFESSIONAL EXPERIENCE

April 2010 to Present

Owner/Principal, Fosmire Consulting LLC

Providing consultation services as needed by the client, including but not limited to: Organizational development, leadership coaching, public policy advocacy, nonprofit governance, board education, strategic planning, marketing, program evaluation and growth, network development, grant management, partner engagement, and service line development. A list of current clients is available on request.

January 2021 to March 2023

Senior Vice President for Strategic Initiatives and Policy, Cohesive Healthcare Management and Consulting, Shawnee, OK

Responsibilities:

Provide support, consultation and leadership in the following areas:

- Lead structured and planned growth
 - Develop and implement company-wide growth plan
 - Cultivate and evaluate new management opportunities
 - Evaluate new service lines for managed hospitals
- Lead advocacy efforts at the state and federal levels
 - Track, evaluate, and advocate as needed on applicable legislation
- Facilitate strategic planning process for current hospital clients
 - Plan and lead strategic planning sessions with hospital boards
 - Provide board education as appropriate
- Compliance with CMS Conditions of Participation
 - Keep senior leadership up-to-date with any changes in rules, regulations and laws that govern the hospitals in the management portfolio

Accomplishments as Sr VP for Strategic Initiatives and Policy at Cohesive:

- **Corporate Growth:** As a young company Cohesive's growth had not been the focus, providing service was, and there was no formal growth plan. As such I developed a measured plan for sustainable growth in the local market. Through my connections across the U.S., I have worked on long term expansion to other regions where Cohesive could replicate the corporate footprint to manage "pods" of hospitals.
- **Strategic Planning:** Successfully facilitated the process with the Board of Directors to develop three year strategic plans with each of the hospitals Cohesive currently manages. This included working with other members of the leadership team to develop strategic planning tools and compiling appropriate supporting documents.

November 2014 to July 2020

Vice President for Rural Health-Oklahoma Hospital Association, Oklahoma City, OK

Responsibilities:

Provided leadership and direction to these areas of focus: Rural hospitals and healthcare, health workforce, telehealth, and emergency readiness

- OHA policy development:
 - Evaluation of healthcare statutes, regulations, policy, industry trends, and other issues of impact to members.
 - Prepared and presented information to members, their communities, and at state/regional/national conferences through public speaking engagements.
- Leadership liaison:
 - Represented OHA on state, national, and federal boards/committees.
 - Engaged in high-level written and oral communication with OHA senior staff, OHA Board members, hospital executives, state and federal agency leaders, and legislators.
 - Facilitated OHA's Council on Rural Health and Regional CEO Meetings. Investigated new innovations in the provision of healthcare.
- Prepared accurate reports and budgets for internal and external use.

Accomplishments as VP for Rural Health at OHA:

- **Oklahoma Hospital Association Member Engagement and Support:** As a leader of a member benefit association, the mission is to support their needs through well-developed relationships. One of the best compliments I received was, "we wouldn't be open today if not for you." This was after assisting the CEO in negotiations that resulted in a merger that preserved access to care in their community. Through my ability to build trust, I was able to get four non-members to join OHA in the year before the COVID shutdown.
- **American Hospital Association Rural Association Affiliates (Rural A2):** There is great value in learning from one's peers and building relationships with them. In April of 2015, there was no formal way to interact with other rural focused state hospital association staff. After facilitating a series of peer meetings and negotiations with AHA the Rural A2 group was formed. This group grew to a list of over 200 state hospital association members.
- **Re-visioning Rural Healthcare:** Provided leadership and direction in investigating, developing, and vetting new models for healthcare in rural areas. More than four years of work on this project resulted in the development of two potential models: *Co-located Critical Access Hospital/Federally Qualified Health Center* and the *24-Hour Outpatient Hospital Model*. The work on the Outpatient Hospital Model is part of the basis of the developing Rural Emergency Hospital.
- **2019 Oklahoma Telehealth Summit:** In 2019, as chair of the planning committee, Oklahoma held its first telehealth conference since 2014. The committee built an excellent two-day program with state and national expert presentations, timely panel discussions, and an interactive vendor hall. The summit generated over \$28,000 in revenue for Telehealth Alliance of Oklahoma.

- **Serving as the Voice of our Members:** Advocacy is not only education of legislators, but also influencing the implementation of legislated policy. The goal is to assure the members have a voice in the development and implementation of laws and regulations that affect them. I am fortunate to have been honored by my peers, at both the state and national level, for advocacy efforts.

January 2001 to October 2014

Executive Director-Rural Health Projects, Inc. /Northwest Oklahoma Area Health Education Center (NwAHEC), Enid, OK

Responsibilities:

As CEO, oversee all areas of operation for this non-profit agency. Duties included:

- Implementation of the Board of Directors policies and procedures.
- Management of all human resource issues.
- Negotiation of contracts and ensuring contractual obligations are fulfilled.
- Development and monitoring of operational budgets, preparation of federal, state, and foundation grant applications.
- Evaluation of public health needs and activation of community programs.
- Engaged in clear/concise written and oral communication with the board of directors, state/federal government, state/federal legislatures, academic medical centers, and community members.
- Planned and facilitated meetings, workshops, conferences at the local, state, and national level.
- Served as Managing Director of the Rural Health Association of Oklahoma.

Accomplishments as Executive Director of Rural Health Projects/NwAHEC:

- **Sustainability and Growth of RHP/NwAHEC.** In January 2001, Rural Health Projects/NwAHEC one employee, very little cash on hand, and an annual budget of \$168,000. 14 years later, RHP/NwAHEC had averaged a staff of 9, with 11 grants or contracts, 200+ days cash, and an average annual budget of \$750,000.
- **Rural Health Association of Oklahoma (RHAO):** In 2005, the RHAO board accepted RHP/NwAHEC's bid for management of the association. Under this contract a full array of administrative services were provided including; accounting, meeting facilitation, conference planning, and member engagement.
- **Smokeless Tobacco Summit:** Rural Health Projects took the lead on a bid to host the National 2008 Smokeless Tobacco Summit. This international summit brought 450 attendees to Oklahoma City and generated \$68,000 for RHP/NwAHEC, well above budget estimates.
- **National AHEC (Area Health Education Centers) Organization (NAO):** NAO is the professional association for AHEC Programs and Centers across the country. I was honored to serve on several NAO committees, the board of directors, and eventually NAO President. While President, the board was led through the process of hiring their first CEO.
- **Area Health Education Center:** When Oklahoma State University did not to re-apply for the federal AHEC grant, the Rural Health Projects/NwAHEC's board was committed to the AHEC mission and voted to keep the Center open and

continue to provide services. With a restructuring of staff and addition of new revenue streams we were able to maintain the Center and continue the health professions training programing. The Center continues operations today.

March 2000 to January 2001

Program Director-REM Oklahoma Community Services, Inc., Enid, OK

Responsibilities:

- Supervised all field staff in Enid and branch office in OKC (155 employees).
- Acted on behalf of the Regional Director in his absence.

May 1997 to February 1999

Director of Adult Behavior Health-INTEGRIS Bass Baptist Health Center, Enid OK

Responsibilities: Managed all facets of adult inpatient psychiatric units.

September 1988 to February 1997

Meadowlake Behavioral Health System, Enid OK (in the following roles)

- **December 1996 to February 1997 – Geriatric Program Manager**
- **April 1996 to December 1996 – Director of Inpatient Youth Services**
- **December 1994 to April 1996 – Residential Treatment Center Program Director**
- **September 1988 to December 1994 – Staff Recreational Therapist**

Professional Associations/Committees:

American College of Healthcare Executives

National Rural Health Association (NRHA)

NRHA Government Affairs Committee

NRHA State Association Council

Rural Health Association of Oklahoma

American Hospital Association Rural Affiliates

HRSA FLEX Grant TASC Advisory Board

National AHEC Organization (NAO):

Center Directors Leadership Team (2004-08, Chair 2005-06)

NAO Journal Editorial Board (2006-09)

Co-chair of the Public Policy Committee (2008-12)

NAO Board of Directors (2006-2012, **NAO Board President 2010-11**)

Oklahoma AgriAbility Advisory Board

NRHA Finance Committee

NRHA Rural Health Congress

NRHA Membership Committee

RHAO Board of Directors

Awards:

2020 National Rural Health Association – **Outstanding Advocate Award**

2018 Rural Health Association of Oklahoma – **Rural Advocate of the Year**

2014/15 National AHEC Organization – **President's Leadership Award**

2005 Oklahoma Career Tech – **Outstanding School to Work Partner**

2003 Wheatland RC&D – **Rural Development Partner of the Year**

EDUCATION:

Master of Science, Therapeutic Recreation
Oklahoma State University, Stillwater Oklahoma

Bachelor of Science, Business Administration, Minor in Agriculture
Northwestern Oklahoma State University, Alva Oklahoma

Associates in Applied Science, Natural Resources Conservation
State University of New York at Morrisville, Morrisville New York

Diploma, Grassroots Project/Forestry and Wildlife Management
Sterling Institute(now College), Craftsbury Common, Vermont

COMMUNITY SERVICE:

Board of Directors for Hospice Circle of Love/Circle of Love Capitol Campaign
 Board of Directors Area Prevention Resource Center
 Board of Directors Enid Chapter of Quail Unlimited
 Wheatland Resource Conservation and Development District Board
 Enid Community Health Planning Committee (chair 2005-07)
 Northwestern Oklahoma State University School of Nursing Advisory Board
 Senior Warden and Vestry member at St Matthew's Episcopal Church-Enid
 Member of the Enid Symphonic Choir

COMMUNITY AWARDS:

2015 Kremlin Lion's Club – *Citizen of the Year*
 2008 Northwestern Oklahoma State University – *Outstanding Business Alumni*

OFFICE OF THE SECRETARY OF STATE



**CERTIFICATE
OF
LIMITED LIABILITY COMPANY**

WHEREAS, the Articles of Organization of

FOSMIRE CONSULTING LLC

an Oklahoma limited liability company has been filed in the office of the Secretary of State as provided by the laws of the State of Oklahoma.

NOW THEREFORE, I, the undersigned, Secretary of State of the State of Oklahoma, by virtue of the powers vested in me by law, do hereby issue this certificate evidencing such filing.

IN TESTIMONY WHEREOF, I hereunto set my hand and cause to be affixed the Great Seal of the State of Oklahoma.



*Filed in the city of Oklahoma City this
1st day of September, 2023.*

Brian T. Benjamin

Secretary of State



February 8, 2024

Stokes Medical Management
113 Gayle Drive
King, NC 27021

Re: Stokes Critical Care Hospital Letter of Interest

Dear: Pam Tillman, CEO
Julie Farmer, Director of Operations

Please allow this letter to serve as notice of our strong interest in serving as a real estate and facilities partner with LifeBrite Critical Access Hospital located in Danbury, North Carolina.

Our company, Summit Healthcare Group, LLC, was founded in 2008 in Winston-Salem, NC with the specific intent of partnering with community hospitals to be a creative resource for their real estate and healthcare facility needs. Over the years, we have worked in many small NC towns including Boone, Sparta, Bryson City, Sylva, Dunn, Jacksonville, Taylorsville, Lewisville, Valdese, etc.

We believe we bring a level of real estate and facility knowledge often not found in these communities. We would like to explore all forms of partnerships related to existing and/or future facilities associated with the Stokes system. SHG provides full service real estate and development services beginning with a concept all the way to completion and move in coordination.

Over the years, we have built an excellent reputation for our quality and creativity. Although that has afforded us the opportunity to work with larger systems like WFBH, Emory, and MUSC, our preference is to focus on small community hospitals. This opportunity is in line with that objective and happens to be in very close geographic proximity to our headquarters.

Thank you in advance for your consideration of SHG. We look forward to the opportunity to be a valuable partner in identifying and solving your specific needs in Danbury and the surrounding areas.

Sincerely,

Joe Joseph

Partner
Summit Healthcare Group, LLC
www.summithg.com



ARCHITECTURE
ENGINEERING

PLANNING OUR
CLIENTS' SUCCESS

February 6, 2024

Stokes Medical Management
113 Gayle Drive
King, NC 27021

Re: **Stokes Critical Care Hospital Letter of Interest**

Dear: Pam Tillman, CEO
Julie Farmer, Director of Operations

It is with great pleasure that Becker Morgan Group commits our firm to provide Planning, Architectural, Interior Design and Engineering Services for the repositioning of the exiting LifeBrite Critical Access Hospital located in Danbury, North Carolina.

Our commitment to this initiative commenced over 3 years ago when we were introduced to Pam Tillman through a series of webinars conducted by the North Carolina Office of Rural Health (DHHS) where the repositioning of North Carolina Critical Access Hospitals was the focus. Through that introduction, we visited the LifeBrite facility on multiple occasions, conducting a "windshield" facility assessment and providing Mrs. Tillman with our thoughts and strategies.

Becker Morgan Group supports the vision for the development of a "new" Critical Access Hospital, to include a new nursing/assisted living facility, support services and the positioning of the development to serve also as an economic generator for Stokes County.

Our experience includes planning and design of "rural" critical access hospitals, additions, nursing, assisted living/dementia facilities and medical office buildings throughout the southeast.

It is our honor to be apart on this incredible opportunity that will benefit the residents of Stokes County, the hospital, healthcare providers, and patients.

Respectfully submitted.

Brenden D. Frederick, AIA, LEED AP
Principal / Vice President
Healthcare Practice Leader

Douglas C. Burns, AIA
Office Director / Principal

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BECKER MORGAN GROUP, INC.

615 SOUTH COLLEGE STREET, SUITE 9-112
CHARLOTTE, NORTH CAROLINA 28202
980.270.9100

3333 JAECKLE DRIVE, SUITE 120
WILMINGTON, NORTH CAROLINA 28403
910.341.7600

PORT EXCHANGE
312 WEST MAIN STREET, SUITE 300
SALISBURY, MARYLAND 21801
410.546.9100

309 SOUTH GOVERNORS AVENUE
DOVER, DELAWARE 19904
302.734.7950

THE TOWER AT STAR CAMPUS
100 DISCOVERY BOULEVARD, SUITE 102
NEWARK, DELAWARE 19713
302.369.3700

www.beckermorgan.com

ATTACHMENT E



TITLE: Charity Adjustments/Write Off Process	EFFECTIVE DATE:
DEPARTMENT: Business Office	APPROVED BY: Administration Policy and Procedure Committee

REFERENCES:

Purpose:

To establish guidelines and procedures for approval of adjustments/write offs for Charity.

Policy:

Once SMMG has determined that the patient meets the guidelines for financial assistance, all documentation along with adjustment form shall be attached for approval. Approval will be based on a management tier approval system. Each person required to approve the adjustment/write off, will be required to sign and approve or reject the adjustment/write off. When rejecting adjustment/write off, the reason for the rejection must be included. Typical rejection reasons include but are not limited to: more information required, required documentation not received, invalid adjustment/write off reason, etc. Dually eligible accounts are eligible for inclusion on the Medicare Bad-Debt cost report and are not part of this approval process.

Procedure:

Procedure:

1. Approval is based on a sliding scale methodology. The scale is as follows:
 - a. If total income is 200% or less of Federal Poverty Guideline – the patient will qualify for 100% indigent care write-off after payment of \$250 per incident for facility and \$25 per clinic visit.
 - b. If total income is between 200% and 250% of Federal Poverty Guideline – the patient will qualify for 75% indigent care write off.
 - c. If total income is between 250% and 300% of Federal Poverty Guideline – the patient will qualify for 50% indigent care write off.
2. Patient Accounts Representative will be responsible for completing adjustment/write off report.
3. All documents must be submitted along with the adjustment/write off form.
4. Based on the below approval tier system each manager must sign up to their approval limit.
5. The Financial application is valid for 6 months after review.
6. The Hospital Administrator or SMMC CFO, reserves the right to grant approval for financial aid based on extraordinary circumstances on a case-by-case basis.
7. The Patient Account Representative is responsible for writing off the approved amount in the system.
8. Any account that is proven to be indigent eligible should be placed into the Indigent Financial Class.
9. A letter will be sent to the guarantor by the representative with a list of accounts and amounts approved/not approved within 15 days of review.

Approval Levels:

Business Office Manager – up to \$1500

CFO - \$1501 - \$2500

CEO- \$2501 – 10,000

Reviewed/ Revised								
Date/ Initial								



Patient and/or Guarantor information if patient is a minor:

Name: _____ Date of Birth: _____

Address: _____ City: _____

State: _____ Zip: _____ Phone: (_____) _____

Social Security #: _____ Marital Status: _____

Employer: _____ Position: _____

Annual Salary: _____ Length of Employment: _____

Health Insurance Company: _____ Policy #: _____

Spouse and/or Legal Guardian Information:

Name: _____ Date of Birth: _____

Employer: _____ Social Security #: _____

Annual Salary: _____ Position: _____

Dependent (s) Information:

Number of Dependents: _____

Name: _____ Relationship: _____

Name: _____ Relationship: _____

Name: _____ Relationship: _____

Use a separate sheet of paper if necessary:

Asset Information Please write yes or no:

Automobile: _____ Rental Property: _____ Farms: _____ Cattle: _____

Do you own a business: _____ Name of business: _____

Checking Account: _____ Bank Name: _____

Balance: \$ _____

Savings Account: _____ Bank Name: _____

Balance: \$ _____

Disclaimer and Authorization:

I authorize Stokes Medical Management Group to obtain a consumer credit report on my behalf to process my application if necessary. This information will only be used for the purpose it was intended. I also understand that Stokes Medical Management Group will not share or disclose the information with any third party vendor unless I give the proper authorization. Stokes Medical Management Group will not give me a copy of my credit report; it will stay in the hospital financial record. I also authorize Stokes Medical Management Group to verify all the information given by me in order to process my application.

Applicant's Name _____

Applicant's Signature _____

Date: _____



Financial Assistance Documents

Dear Patient / Guarantor,

Thank you for choosing Stokes Medical Management Group for your healthcare needs. The Business Office and Patient Financial Services department would like to assist you with your financial obligation, by offering the Financial Assistance Application. If you have any questions about the required documents or the application, please feel free to ask an Admissions representative, or you may call our Business Office Manager. You may also call the Patient Financial Services Department at (336) 593-2831.

Please return the completed, signed and dated application along with the list of required documents (see below) to Stokes Medical Management Group or the Patient Financial Services Department within 2 weeks. Your application is due by _____.

If you have circumstances you feel are important to your financial situation, please include a signed letter of explanation with the documents.

Required:

- a. Medicaid Denial Letter if requested by facility or PFS.
- b. Last years tax returns including W2s /1099s / Schedule C
- c. Proof of income
 - If working, paycheck stubs for the previous month
 - If unemployed and receiving unemployment check, provide check stub or unemployment compensation determination letter
 - If income is from a retirement fund, pension, rental property, etc. provide proof of the source and amount of income received.
- d. If income has changed since your last tax return, provide a written explanation.
- e. Proof of disability / physicians work order restriction.
- f. Outstanding medical bills other than bills at Pioneer Community Hospital of Stokes
- g. Rent or mortgage payment receipt for one month
- h. Utility bills; gas, electric, water and sewage
- i. Three months bank statements (checking and savings)



Financial Assistance Application

Dear Patient/Guarantor,

Thank you for choosing Stokes Medical Management Group and its affiliated clinics for your healthcare needs. We would like to assist you with your financial obligation by offering the Financial Assistance Application. If you have any questions about the required documents or the application please feel free to ask a representative, or you may call to speak with a Financial Services Representative at (336) 593-2831.

Please return the completed, signed, and dated application along with the list of required documents (see below) back to Stokes Medical Management Group or the affiliated clinic within 2 weeks. Your application is due back by:

_____.

If you have circumstances, you feel are important to your financial situation, please include a signed letter of explanation with the documents.

Required Documents:

- 1) Medicaid Denial Letter if requested by facility or clinic
- 2) Most recent prior year's tax returns including W2s/1099s/Schedule C
- 3) Proof of household income
 - a) If working, paycheck stubs for the previous month
 - b) If unemployed and receiving unemployment check, provide check stub or unemployment compensation determination letter
 - c) If income if from a retirement fund, pension, rental property, etc. provide proof of the source and amount of income received
- 4) If household income has changed since last tax return, provide a written explanation
- 5) Proof of disability/physicians work order restriction
- 6) Outstanding medical bills other than bills at Stokes Medical Management Group
- 7) Rent or mortgage payment receipt for one month
- 8) Utility bills: gas, electric, water and sewage
- 9) Three months bank statements (checking and savings)

Approval is based on a sliding scale methodology for 2022 poverty level listed below

Family Size	Annual FPL	100% Monthly FPL	156% Monthly FPL	191% Monthly FPL	200% Monthly FPL	306% Monthly FPL
1	13,590	1,133	1,767	2,163	2,265	3,465
2	18,310	1,526	2,380	2,914	3,052	4,669
3	23,030	1,919	2,994	3,666	3,838	5,873
4	27,750	2,313	3,608	4,417	4,625	7,076
5	32,470	2,706	4,221	5,168	5,412	8,280
6	37,910	3,159	4,928	6,034	6,318	9,667
7	41,910	3,493	5,448	6,671	6,985	10,687
8	46,630	3,886	6,062	7,422	7,772	11,891
Each Additional Person	4,720	393	614	751	787	1,204



Patient(s) Applying for Financial Assistance: _____

Patient and/or Guarantor information if patient is a minor:

Name: _____ Date of Birth: _____
 Address: _____ City: _____
 State: _____ Zip: _____ Phone: _____
 Social Security #: _____ Marital Status: _____

Spouse and/or Guardian information:

Name: _____ Date of Birth: _____
 Social Security #: _____

For questions regarding income, please include everyone in your family that lives in the same household who share income, food and/or rent. This number includes you, your spouse, and/or any dependents.

Household Employment:

Name	Relationship	Employer	Salary/Hourly Rate	# Hours Worked Weekly

Additional Sources of Income:

Unemployment:	Self-Employment:
Social Security:	Pension Funds:
Disability:	Savings Trust:
VA Benefits:	Child Support:
Public Assistance:	Food Stamps:
Other:	

Total Monthly Income: \$ _____ **Total Number in Household:** _____

Dependents:

Name: _____ Relationship: _____
 Name: _____ Relationship: _____
 Name: _____ Relationship: _____
 Name: _____ Relationship: _____

Use separate sheet of paper if necessary.

To the best of my knowledge the information given is true and correct. I give permission to Lifebrite Community Hospital to verify information regarding my financial status. I understand failure to return information within two weeks will result in responsibility for the full amount of services.

Patient Printed Name

Patient Signature

Date