Strategically Planning for the Future

Workshop for Executive Leadership and Management Team Members

DRCHSD Team
September 19, 2018
Workshop Agenda

• Introductions
• Strategy Map
  ◦ Group Exercise
• Balanced Scorecard (BSC)
  ◦ Measurement
  ◦ Group Exercise
• Revenue Cycle Management Key Performance Indicators
• Resources
• Wrap Up
Workshop Objectives

• Share tools to develop a Strategy Map and Balanced Scorecard (BSC) to position for the future:
  ◦ Support the implementation of consultant recommended best practices
  ◦ Operationalize the consultant recommended transition to value strategies
  ◦ Communicate action steps in preparing for population health
Aiming for the Vision

Adapted “Creative Tension” model by Peter Senge, et. al.
Strategic Planning Cycle

Document & Communicate

Execute the plan

Monitor & Adapt

Analyze & Plan

Strategic Planning Cycle
Consultation Action Plans: How To Integrate Various Initiatives?

**Strategic Planning**
- Create a shared vision of value and understand the role rural hospitals and providers have in the transition to value-based models

**Leadership**
- Invest in provider and hospital leadership development programs that include board of directors, managers and clinical staff
- Identify opportunities to collaborate with other providers and organizations to build interdependence such as affiliations to support value-based models

**Work Force**
- Engage and educate managers and front-line staff on value-based models and emphasize team-based care to support patient-centered services
- Educate, partner and align with physicians and other local and regional primary care providers
- Assess culture to obtain feedback on needs, development, improvement and employee recognition

**Customers: Patients, Partners and Community**
- Develop collaborative relationships and connect community resources to address patient needs
- Tell your story to community and staff to promote quality of care and market services
- Advocate for policy and regulatory changes

**Operations and Processes**
- Improve financial, clinical and operational efficiency
- Redesign operational and clinical processes for value-based models

**Results: Impact and Outcomes**
- Collect and share rural relevant data with providers, hospital leaders and staff
- Document hospital outcomes and demonstrate value of services to providers, staff and community

**Measure, Analysis, Feedback and Knowledge Management**
- Collect, manage and act on data to include patient outcomes, and hospital, claims and county health status data
- Use reliable and valid data for quality reporting and ensure that the board of directors, providers and staff understand the results
Links Mission to Strategy

Adapted from Kaplan & Norton, 2002

- **Mission**: Why we exist
- **Vision**: What we want to achieve
- **Strategy**: Our game plan
- **Communicate and Operationalize**: Translate strategy and create initiatives
- **Quality Management**: What we want to improve
- **Monitor and Adapt**: What do we measure?
Why Strategies Fail

70% of CEO failures are a result of not being able to execute strategy

Adapted from Kaplan and Norton The Strategy-Focused Organization, 2000 and Paul Niven, BSC Step-by-Step 2003
Strategy Map: The Blueprint For Success

• Key to successfully executing a strategic plan because it communicates objectives to achieve organization-wide understanding:
  ◦ Graphically depicts the organization’s strategy
  ◦ Illustrates how the strategies relate to one another
  ◦ Frames the organization’s strategic plan into a roadmap
  ◦ Directs the BSC and its actions to operationalize the strategies
Getting from Here to There

You are here

Strategic Objective

Measures

Targets
Strategy Map: The Organization’s Strategic Plan “Blueprint”

- Operationalizes organization-wide initiatives
- Places key eliminates of the strategic plan into critical categories for a holistic approach to planning
- Shows how the elements of the strategy relate to one another
- Communicates plan in broader terms to impact all areas of the organization
- Key to successfully developing and applying Balanced Scorecards
### Strategic Map Example: Coteau Des Prairies

<table>
<thead>
<tr>
<th>Financial</th>
<th>Patients, Community and Partners</th>
<th>Internal Processes</th>
<th>Learning and Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimize reimbursement/revenue cycle for the entire CDP system</td>
<td>Continue development of CDP boards</td>
<td>Improve patient and family engagement</td>
<td>Create a plan for developing team leaders and staff to provide them with a system view of the CDP</td>
</tr>
<tr>
<td>Articulate IT as a strategy</td>
<td>Complete strategic needs assessment</td>
<td>Determine process to initiate evidenced based care</td>
<td>Develop process to onboard staff and team leaders</td>
</tr>
<tr>
<td>Complete master facility plan and physical space needs/opportunities off site</td>
<td>Develop plan to engage the community, including advocacy (IHS)</td>
<td>Implement the EMR across CDP</td>
<td>Review pay practices/compensation packages for RNs/other staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Determine which services/service lines to grow and non-provider driven services</td>
<td>Develop engagement plan for internal audiences</td>
</tr>
</tbody>
</table>
Strategy Map Template

**Learning & Growth**
- As an organization, what type of culture, training and technology are we going to develop to support our processes?
  - Invest in provider and hospital leadership development to include board of directors, managers and clinical staff.
  - Assess culture through rounding to obtain feedback on needs, development, improvement and employee recognition.
  - Use a self-funded employee health plan and associated claims data to learn how to manage population health interventions.
  - Engage and educate managers and front-line staff on value-based models and emphasize team-based care to support patient-centered services.

**Internal Processes**
- What do we need to do to meet the needs of the patients and community?
  - Improve financial, clinical and operational efficiency.
  - Redesign operational and clinical processes for value-based models.
  - Collect, manage, and act on data to include patient outcomes and hospital, claims and county health status data.
  - Create a shared vision of value and understand the role that rural hospitals and providers have in the transition to value-based models.

**Patients, Partners, Community**
- What do our patients, community, and partners want, need or expect?
  - Educate, partner and align with physicians and other health care providers.
  - Tell your story to community and staff to promote quality of care and market services.
  - Develop collaborative relationships and connect community resources to address patient needs.
  - Seek opportunities to collaborate with providers and organizations to build affiliations to support value-based models.

**Financial**
- How do we intend to meet the goals and objectives in the Hospital’s Mission?
  - Develop a strategic plan to transition to value-based model (VBM).
  - Participate in ACO or Shared Savings (SS) Programs to support payment system transformation.
  - Participate in a certified PCMH and seek reimbursement for per member per month fees to position for population health.
  - Document hospital outcomes and demonstrate value of services to providers, staff and community.
Develop Your Strategy Map: A Group Exercise

<table>
<thead>
<tr>
<th>What</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Objective:</strong> What strategies are needed in each quadrant to support the organization in achieving its mission?</td>
</tr>
</tbody>
</table>

- Identify and develop one strategic objective for each quadrant:
  - Learning and growth
  - Internal processes
  - Patients, community and partners
  - Financial
- Report out by sharing on sticky board
Tailor the Strategy Map Template

- Download the Strategy Map Template to develop and tailor a Strategy Map for your organization

- Template is:
  - Prefilled with key transition strategies
  - Focused on organization-wide value
  - Designed to assist leaders in:
    - Demonstrating value for their organizations
    - Expediting the development of strategy plan
    - Effectively executing their strategic plan
Balanced Scorecard (BSC) Puts The Strategy Map Into Action

- Rise of Intangible Assets
- Over-reliance on Financial Measures
- Prominence of the Balanced Scorecard
- Difficulty Executing Strategy

Courtesy of Paul Niven, Author of “Balanced Scorecard Step by Step”
Balanced Scorecard (BSC): Balances The Organization’s Perspective

• A balanced systems perspective considers:
  ◦ Financial
  ◦ Patients, community and partners
  ◦ Internal processes
  ◦ Learning and growth
Balance Through Perspectives

Financial
As financial stakeholders, how do we intend to meet the goals and objectives in the hospital’s mission Statement?

Patients, Community and Partners
As patients and community members receiving and engaging with the hospital’s services, what do we want, need or expect?

Internal Processes
As members of the hospital staff, what do we need to do to meet the needs and expectations of our patients and community members?

Learning and Growth
As an organization, what type of culture, skills, training and technology are we going to develop to support our processes?
How Does The BSC Work?

• Expresses and measures strategies
• Links operations to strategies
• Monitors performance towards strategic objectives
• Compares hospital performance overtime
• Benchmarks against best practice levels defined by national medians, key performance indicators (KPI)
BSC Guides The Organization

• Through strategic objectives, the BSC guides the organization towards the future
  ➢ Strategy Map is the roadmap
  ➢ BSC is GPS to get the organization at its desired future state
<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>What</th>
<th>When</th>
<th>Who</th>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial Perspective</strong></td>
<td><strong>Measure Description</strong></td>
<td><strong>Definition of Measure</strong></td>
<td><strong>Target</strong></td>
<td><strong>Person Responsible for Data Collection</strong></td>
</tr>
<tr>
<td>Optimize reimbursement/revenue cycle for the entire CDP system</td>
<td>Days cash on hand;</td>
<td>Cash/Operating expense</td>
<td>90 days</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>Days in account receivable (A/R);</td>
<td>AR/Revenue</td>
<td>45 days</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>Discharges not final billed</td>
<td>$ in unbilled encounters</td>
<td>&lt;$300k</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Articulate IT as a strategy</td>
<td>% of resources available</td>
<td>Percent of resources used vs. available</td>
<td>75% resource available</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>Equipment age</td>
<td>Equipment age vs. life expectancy</td>
<td>75% Max without replacement / expansion plan in place</td>
<td></td>
</tr>
<tr>
<td>Complete master facility plan and physical space needs/opportunities off site</td>
<td>Improved cost report efficiency through change of space</td>
<td>$ impact of square footage changes on cost report</td>
<td>Gain in $$</td>
<td>Annual</td>
</tr>
<tr>
<td>Strategic Objective</td>
<td>Measure Description</td>
<td>Definition of Measure</td>
<td>Target</td>
<td>Method of Data Collection</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------------</td>
<td>-----------------------</td>
<td>--------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Patients, Community and Partners Perspective</td>
<td>Increase patient and family engagement</td>
<td>% of patients with a completed screening</td>
<td>% of patients screened; total clinic patients; % indicate Strongly agree</td>
<td>80% of eligible patients are up to date on screenings</td>
</tr>
<tr>
<td></td>
<td>Develop plan to engage community including advocacy</td>
<td>Develop one community engagement committee (external)</td>
<td>Recruit 7 team members to participate on committee</td>
<td>Committee to meet quarterly</td>
</tr>
<tr>
<td></td>
<td>Complete strategic needs assessment</td>
<td>Complete a CHNA by Dec 2017</td>
<td>Hire consultant to complete</td>
<td>Final report of CHNA by Dec 2017</td>
</tr>
<tr>
<td></td>
<td>Continue development of CDP boards</td>
<td>Board education completed as determined by assessment</td>
<td># members completed education/total # board members</td>
<td>100% of board members completing training</td>
</tr>
</tbody>
</table>
# Coteau Des Prairies Plan BSC: Internal Processes

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Measure Description</th>
<th>Definition of Measure</th>
<th>Target</th>
<th>Method of Data Collection</th>
<th>Frequency of Data Collection</th>
<th>Person Responsible for Data Collection</th>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal Processes Perspective</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement the EHR across CDP</td>
<td>% of use by each all providers</td>
<td>CPOE</td>
<td>100%</td>
<td></td>
<td>Quarterly</td>
<td>HIM/ Heather</td>
<td>Provider education</td>
</tr>
<tr>
<td>Determine process to initiate evidenced based care</td>
<td>% of completion of VTE and sepsis screen</td>
<td>#VTE and Sepsis screens completed/total # admissions</td>
<td>Set baseline (50%)</td>
<td></td>
<td>Quarterly</td>
<td>Brenda</td>
<td></td>
</tr>
<tr>
<td>Determine which services/service lines to grow and non-provider driven services</td>
<td>Finger stick INRs in coumadin clinic (Coumadin Clinic)</td>
<td>#patients with finger stick INR/#Total patients on coumadin</td>
<td>Find answers to clinics</td>
<td>Is service covered by insurance/Medicare? Is there provider buy-in and patient interest</td>
<td>By one month</td>
<td>Outreach nurse</td>
<td>Hire a Cert Diabetic Nurse Educator</td>
</tr>
</tbody>
</table>
## Coteau Des Prairies Plan BSC: Learning and Growth

<table>
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<th>Person Responsible for Data Collection</th>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a plan for developing team leaders and staff to provide a system view of CDP</td>
<td>Evaluation of team leaders through Team Leader Inventory</td>
<td>Leadership skill assessment of all team leaders # returned/# team leaders</td>
<td>90% response rate</td>
<td></td>
<td></td>
<td>Michael</td>
<td></td>
</tr>
<tr>
<td>Develop process to onboard staff and team leaders</td>
<td>Enhanced and expanded onboarding in first 90 days of employment for % of new hires</td>
<td>Using checklist, competencies and follow-up meetings with new employees to ensure onboarding/all new hires</td>
<td>100%</td>
<td></td>
<td></td>
<td>Leslie</td>
<td></td>
</tr>
<tr>
<td>Review pay practices/compensation packages for CDP staff</td>
<td>Review pay by department-paid at a competitive rate</td>
<td>CDP salary mean/SDAHO, MGMA and Integrated Strategies, other local pay scales, SHRM</td>
<td>Mean of local salary scales, CDP on budget</td>
<td></td>
<td></td>
<td>Leslie</td>
<td></td>
</tr>
<tr>
<td>Develop engagement plan for internal audiences</td>
<td>% of employees that complete survey – (supervisor satisfaction)</td>
<td># employees completing survey employees’ satisfaction with their immediate supervisor/total # employees</td>
<td>75%</td>
<td></td>
<td></td>
<td>Leslie</td>
<td></td>
</tr>
</tbody>
</table>

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**Learning and Growth Perspective**
A Balancing Act of Measurement

- Financial data **alone** is no longer sufficient
- Value is now determined by quality of care, patient satisfaction and community perception
- BSC provides a mechanism to balance financial measures against other key metrics that impact the organization
## Example: BSC Learning and Growth Measures

**Learning and Growth**
What skills, training, and technology needs to be improved to support key processes? What training, resources, and support do staff need to work effectively?

<table>
<thead>
<tr>
<th>What</th>
<th>Action Plan</th>
<th>How Refer to Table 1</th>
<th>Who</th>
<th>When</th>
<th>Results</th>
<th>Trend: Show graph to indicate change over time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Objective:</strong> What is the strategy to achieve?</td>
<td><strong>Initiative(s):</strong> What actions are needed to achieve objective?</td>
<td><strong>Measure:</strong> What indicator is required to track and monitor the objective?</td>
<td><strong>Target:</strong> What performance level is required to achieve the objective?</td>
<td><strong>Responsible:</strong> Team member to track and report measure.</td>
<td><strong>Frequency:</strong> How often to report measure?</td>
<td><strong>Qtr. 1</strong></td>
</tr>
<tr>
<td>Develop internal capacity for population health management</td>
<td>Engage staff to build a greater understanding of the future of health care</td>
<td>Employee satisfaction levels</td>
<td>On a 5.0 Likert scale, obtain 4.0 or greater</td>
<td>Manager A</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Build staff’s ability to use data analysis to ‘hotspot’ to high-risk populations within service area</td>
<td>Employee Training participation rate</td>
<td>Target 90% of employees that participate in trainings on quarterly basis</td>
<td>Manager B</td>
<td>Assess employee satisfaction levels Annually</td>
<td></td>
</tr>
</tbody>
</table>

Consider other measures that impact the value of the organization
## Defining Measures and Targets

<table>
<thead>
<tr>
<th>What</th>
<th>Action Plan</th>
<th>How</th>
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<tbody>
<tr>
<td><strong>Strategic Objective:</strong> Key activities under each BSC theme that the organization must achieve to meet its goal and to support its mission</td>
<td><strong>Initiative(s):</strong> What are the required action steps to achieve objective and move the organization from high-level strategies to actionable items that improve performance and position it for the future?</td>
<td><strong>Measure:</strong> What indicator(s) required to track and monitor progress towards the objective? <strong>Target level:</strong> For each indicator, what performance level is required to achieve the objective?</td>
</tr>
</tbody>
</table>

**Exceeds Target**

**Meets Target**

**Caution: Slightly Below Target**

**Risk: Significantly Below Target**
Develop Your BSC: A Group Exercise

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<td><strong>Measure:</strong> What indicator(s) required to track and monitor progress towards the objective?</td>
</tr>
<tr>
<td><strong>Target level:</strong> For each indicator, what performance level is required to achieve the objective?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Apply the strategies from the Strategy Map to the appropriate BSC quadrant
- Develop action steps to operationalize strategy
- Establish measure(s) for each strategy to track and monitor progress
- Define target level for each measure against which the actual performance level is compared to in order to determine achievement
Organizations make significant investments in collecting data at department level, but fail to turn that data into information that can work for them from a broader perspective.

The goals are to push the Effort Curve to the right.
EXAMPLE: REVENUE CYCLE
KEY PERFORMANCE INDICATORS (KPI)
STEPS

1. Front
2. Middle
3. Back
Front

- Focuses on four key areas:
  - Scheduling
  - Patient Access
  - Pre-Auth, Insurance Verification
  - Financial Counseling
Focuses on four key areas:
- Case Management
- Charge Capture/ Clinical Documentation
- Charge Description Master (CDM)
- Health Information Management
• Focuses on five key areas:
  • Billing
  • Cashiering, Refunds, Adjustment Posting
  • 3rd Party Guarantor F/U
  • Customer Service
  • Collections
Most Commonly Seen Hospital Denials

- Timely Filing
- Authorization
- Eligibility/Registration
- Additional Documentation Request
- Contract Related
- Medical Necessity
Where’s the Low Hanging Fruit?

• Updated, Well-Maintained CDM
• Outpatient Charge Capture – ER, Observation
• Denials Management
<table>
<thead>
<tr>
<th>KPI</th>
<th>Target Level</th>
<th>Hospital KPI Reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days from Discharge to Bill</td>
<td>3–5 Days</td>
<td></td>
</tr>
<tr>
<td>Clean Claim Rate</td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>Percent of POS Collections to Revenue</td>
<td>5% of Self Pay</td>
<td></td>
</tr>
<tr>
<td>Rebill % of Total Primary Claims Billed</td>
<td>&lt; 5%</td>
<td></td>
</tr>
<tr>
<td>Registration Accuracy Rate</td>
<td>97%</td>
<td></td>
</tr>
<tr>
<td>Registration Denials as % of Total Revenue</td>
<td>&lt;3%</td>
<td></td>
</tr>
<tr>
<td>Gross Days in A/R</td>
<td>40–50 Days</td>
<td></td>
</tr>
<tr>
<td>Percent of Net Revenue Collected</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>
## Improve Revenue Cycle By Tracking Processes

<table>
<thead>
<tr>
<th>Revenue Cycle Process</th>
<th>Key Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial Management</strong></td>
<td>Average Daily Gross Revenue&lt;br&gt;Net Days in Accounts Receivable (A/R)&lt;br&gt;Cash Collection as a Percentage of Net Patient Service Revenue&lt;br&gt;Days Cash on Hand&lt;br&gt;Charity Care&lt;br&gt;Bad Debts&lt;br&gt;Case Mix Index&lt;br&gt;Cost to Collect</td>
</tr>
<tr>
<td><strong>Patient Access</strong></td>
<td>Pre-Registration&lt;br&gt;Insurance Verification Rate&lt;br&gt;Point-of-Service (POS) Cash Collections</td>
</tr>
<tr>
<td><strong>Pre-Billing &amp; Claims</strong></td>
<td>Days in Total Discharge Not Final Billed (DNFB)&lt;br&gt;Clean Claim Rate</td>
</tr>
<tr>
<td><strong>Accounts Resolution</strong></td>
<td>Aged A/R as a Percentage of Total Billed A/R (90 days &amp; greater)&lt;br&gt;Denial Rate (Zero Pay &amp; Partial Pay)&lt;br&gt;Denial Write-Offs as a Percentage of Net Patient Service Revenue</td>
</tr>
</tbody>
</table>
Strategy Map and BSC Guide and Templates

Value-Based Summit Template and Guide (webpage)

Value-Based Summit Template Guide (PDF)

Strategy Map Template (MS Word)

Scorecard Template (MS Word)
With the support of the Federal Office of Rural Health Policy, this report was developed following a Summit of key rural hospital and clinic stakeholders to identify the most important financial indicators and strategies to transition to value-based payment systems. The report is designed to help rural hospital and clinic leaders meet this transition with financial success. The report:

- Identifies the key financial indicators
- Provides key transition strategies
- Highlights success stories and resources

The report is also intended to assist state Medicare Rural Hospital Flexibility Programs and state offices of rural health by offering timely information to assist them in developing tools and educational resources that support their hospitals and networks as they transition to value-based payment models.

This report builds upon the Small Rural Hospital and Clinic Finance 101 Manual, updated in July 2018 as well as knowledge gained from the Critical Access Hospital 2012 Financial Leadership Summit and includes key strategies discovered through the Small Rural Hospital Transition (SRHT) Project’s Rural Hospital Toolkit for Transitioning to Value-Based Systems.
The Rural Hospital Toolkit

Rural Hospital Toolkit for Transitioning to Value-based Systems

With the support of the Federal Office of Rural Health Policy, The Rural Hospital Toolkit for Transitioning to Value-based Systems (Toolkit) was developed to disseminate consultant recommended best practices and transition strategies identified through the Small Rural Hospital Transition (SRHT) Project. The Toolkit shares best practices for improving financial, operational and quality performance that position rural hospitals and networks for the future, as well as outlines strategies for transitioning to value-based payment and population health. Rural providers and leaders should use the Toolkit to identify performance improvement opportunities for their hospitals and networks, and develop strategies for successfully transitioning to population health.

- Self-assessment for Transition Planning
- Strategic Planning
- Leadership: Board, Employee and Community Engagement
- Physician and Provider Engagement and Alignment
- Population Health Management
- Financial and Operational Strategies
- Revenue Cycle Management and Business Office (BO) Processes
- Quality Improvement
- Community Care Coordination and Chronic Care Management

SRHT Toolkit FACT SHEET (PDF Document - 1 page)
For 1:1 Coaching or Guidance, Contact:

Terry Hill, MPA
Senior Advisor for Rural Health & Policy
218-216-7032
thill@ruralcenter.org

Get to know us better:
http://www.ruralcenter.org
Contact Information

Paula Archer, RHIA
BKD Director
972-702-8262 Ext.43343
parcher@BKD.com
Contact Information

Sally Buck, MS
Chief Executive Officer
218-216-7025
sbuck@ruralcenter.org

Bethany Adams, MHA
Senior Program Manager
859-806-2940
badams@ruralcenter.org

Get to know us better:
http://www.ruralcenter.org