



# Rural Minnesota Health Forum

Bringing rural healthcare leaders together through education, collaboration, and shared connection

May 19 - 21, 2026







Hosted by:



**Arrowwood Resort and Conference Center**

2100 Arrowwood Ln, Alexandria, MN 56308

Special Thanks to the Forum Keynote Speaker, Breakfast, Lunch, Break & General Session Sponsors!

<u>Keynote Speaker Sponsors</u>		<u>Breakout Session Speaker Sponsors</u>	
		  	
<u>Breakfast Sponsors</u>	<u>Lunch Sponsors</u>	<u>Break Sponsors</u>	
	 		

*A partnership of rural healthcare organizations working together to strengthen the delivery of healthcare in rural Minnesota.*

## MEDI-SOTA STRATEGIC PLANNING SESSION - Tuesday, May 19, 2026

### Location

Arrowwood Resort and Conference Center

### Schedule

Meeting begins at 9:00 am - 4:00 pm

Lunch will be included

\*Please note that the Medi-Sota office will send the agenda and meeting details to members for their review prior to the event. If any questions, contact Jennifer Gearman at [jgearman@medi-sota.org](mailto:jgearman@medi-sota.org).

## GOLF/CIDER HOUSE EVENT & PICNIC - Wednesday, May 20, 2026

### Golf Event

Location: Arrowwood Resort and Conference Center, Atikwa Golf Club

10:00 am – Registration

11:00 am – Welcome & Introductions

11:30 am – Shotgun start time (scramble teams will be formed)

- Scramble-style golf event paired with rural healthcare CEOs and executive leadership
- Teams of four will be assigned by event hosts
- Includes lunch, refreshments, and picnic following the event

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### Cider House Gathering

Location: Arrowwood Resort and Country Blossom Farms

11:30 am – Registration - Arrowwood, Lake Le Homme Dieu room

12:00 pm – Transportation to Country Blossom Farms

12:30 pm – Lunch at Country Blossom Farms

3:15 pm – Transportation back to Arrowwood

- Relaxed networking experience with rural hospital CEOs and executive leadership
- Transportation provided from Hotel/Event Center
- Includes lunch and refreshments

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### Picnic: Lobster/Steak Fry *(Steaks Sponsored by US Foods)*

Lobster / Steak Fry *(Steaks sponsored by US Foods)*

Arrowwood Resort & Conference Center Cottages

*Join fellow sponsors, vendors, and rural healthcare leaders for a casual outdoor picnic immediately following the Golf Event and Cider House Gathering. This shared experience offers additional time to connect in an informal, relaxed setting.*

# RURAL MINNESOTA HEALTH FORUM - Thursday, May 21, 2026

7:00 - 8:00 AM	<p><b>Registration/Vendor Fair</b></p> <p><i>Breakfast will be served during this time.</i></p> <p style="text-align: right;"><b>Knutson Construction</b></p>
8:00 - 8:10 AM	<p><b>Welcome</b></p> <p>Denise Schneekloth, Executive Director, MN Rural Health Cooperative</p>
8:10 - 9:00 AM	<p><b>MN Rural Health Association Legislative Update</b></p> <p><i>Mark Jones, Executive Director, MRHA</i></p>
9:10 - 10:10 AM	<p><b>General Session/Keynote: “Communicate and Celebrate! Creating Moments that Matter. Building Stronger Connections in Healthcare.”</b> <i>Joy Baldrige</i></p>
10:10 - 11:15 AM	<p><b>VENDOR FAIR</b></p>
11:15 AM - 12:15 PM	<p><b>Educational Breakout Sessions</b></p> <ol style="list-style-type: none"> <li>1. “Show You the Money” - Finding Your Own Rural Hospital Strategic Financial and Reimbursement Improvements - <b>Daniel Larsen, Principal &amp; Ryan Strusz, Principal, Clifton Larson Allen</b></li> <li>2. Employment and Healthcare Law Updates: Implications for Rural Healthcare Leaders—<b>Heather Springer, Attorney &amp; Morgan Brekke, Attorney, Woods, Fuller, Shultz &amp; Smith, P.C.</b></li> </ol>
11:15 AM - 12:30 PM	<p><b>Networking Meetings—Education/Vendor Presentation Details TBD</b></p> <ul style="list-style-type: none"> <li>• <b>Materials Management - TBD</b></li> <li>• <b>Business Office/Billing - <u>Patient Billing Success</u> - Amy Fajardo, CS, RCM, MedCycle Solutions</b></li> <li>• <b>Nursing - <u>When Mistakes Matter Strategies for Enhancing Medication Safety and Managing Risk</u> - Kayla Boyd BSN, RN, MSHCT, CPHRM, COPIC</b></li> <li>• <b>Pharmacy - <u>Pharmacy-Walking the Line to Financial Sustainability</u> - Heidi Larson, PharmD, SpendMend</b></li> </ul>
12:15 - 1:15 PM	<p><b>LUNCH</b> (Lunch will be available for vendors at 12:00 p.m. and those attending lab, pharmacy, imaging, and materials management meetings will have lunch available at 12:30 p.m.)</p> <p style="text-align: right;"><b>Transmed, Inc &amp; Labcorp</b></p>
12:15 - 1:15 PM	<p><b>VENDOR FAIR</b></p>

# RURAL MINNESOTA HEALTH FORUM - Thursday, May 21, 2026

1:15 - 2:15 PM	<b>Educational Breakout Sessions</b> <ol style="list-style-type: none"><li>1. <u>Thriving in the 2026 Care Management Landscape: Maximizing Revenue Through CCM &amp; APCM</u> - <i>Shane Grivich, ChartSpan</i></li><li>2. <u>Building Trustworthy AI in Critical Care: Responsible Adoption</u> - <i>Adam Kehler, OBS</i></li><li>3. <u>Understanding Workforce Pathways to Strengthen Rural Healthcare</u> - <i>Kelly Asche, Senoir Research, Center for Rural Policy and Development</i></li><li>4. <u>Listening Beyond the Survey - What Teams Really Need from Their Leaders</u> - <i>Kaylea Bosman, Virtulead Consulting</i></li></ol>
2:15 PM	Break
2:30 - 3:30 PM	<b>Closing Session: "Navigating Change in a Constantly Evolving Healthcare Environment"</b> <i>Joy Baldrige</i>
3:30 PM	<b>Closing Remarks</b> Prize Winners are Announced – Must be present to win



# RURAL MINNESOTA HEALTH FORUM - Session Descriptions

## **Communicate and Celebrate! Creating Moments that Matter. Building Stronger Connections in Healthcare. - Joy Baldrige**

This keynote explores how purposeful communication and meaningful recognition strengthens connections with patients, families, and colleagues focusing on small moments with lasting impact. This dynamic keynote highlights how clear compassionate communication and celebrating what matters can reinforce trust, engagement and resilience in demanding healthcare environments. It is designed to inspire reflection and practical action. This keynote provides healthcare professionals with new actionable tools to create moments that truly matter through how they communicate, connect and recognize one another

## **“Show You the Money” - Finding Your Own Rural Hospital Strategic Financial and Reimbursement Improvements - Daniel Larsen, Principal & Ryan Strusz, Principal, Clifton Larson Allen**

CLA will showcase tools that will help your organization better understand and enhance its financial position from both an organizational profitability standpoint and provider real life tips, tricks, and examples of financial and reimbursement changes that can help you optimize your current financial situation.

## **Employment and Healthcare Law Updates: Implications for Rural Healthcare Leaders – Heather Springer, Attorney & Morgan Brekke, Attorney, Woods Fuller**

To provide updates on key state and federal law changes to various employment laws specifically as it relates to healthcare employers, updates to Minnesota employment laws. This presentation will review and update participants on recent changes within the last year to major employment laws including compliance with drug testing requirements, Earned Sick and Safe Time, the Fair Labor Standards Act, the Americans with Disability, the Pregnancy Discrimination Act and any other changes which occur prior to the presentation. The presentation will cover both state and federal updates.

## **Patient Billing Success - Amy Fajardo, CS, RCM, MedCycle Solutions**

Patient billing has never been more complex—or more closely tied to patient satisfaction and financial performance. This informative session breaks down proven strategies medical practices can implement to reduce denials, improve collections, and create a more transparent, patient-friendly billing experience.

We'll explore how strong pre-registration workflows set the foundation for clean claims, why financial counselors play a critical role in patient communication and payment responsibility, and how compliance with the No Surprises Act (NSA) impacts billing, estimates, and patient trust.

In this session, you'll learn how to:

- Strengthen pre-registration and insurance verification to prevent downstream billing issues
- Use financial counselors to improve patient understanding and payment outcomes
- Navigate NSA requirements, Good Faith Estimates, and patient protections
- Reduce patient confusion, complaints, and bad debt
- Align front-end operations with billing and revenue cycle success

This session is ideal for practice administrators, billing managers, front-desk leaders, and revenue cycle professionals looking to improve both financial outcomes and the patient experience.

## **When Mistakes Matter Strategies for Enhancing Medication Safety and Managing Risk - Kayla Boyd BSN, RN, MSHCT, CPHRM, COPIC**

Targeted for clinical staff as well as risk management and quality staff. We will explore the common reasons for medication errors and review safety and risk strategies to minimize these errors. We will also work through case scenarios utilizing HPI's Safety Event Classification system so the audience can implement a strategy to classify, track, and trend their own internal events to help drive quality improvement.

# RURAL MINNESOTA HEALTH FORUM - Session Descriptions

## **Pharmacy-Walking the Line to Financial Sustainability - Heidi Larson, PharmD, SpendMend**

Discussion will include- 1. Changes in Medicaid and the Impact on Pharmacy Finances 2. The Medicare Part D IRA 3. The 340B Program Pilot Rebate Model

## **Thriving in the 2026 Care Management Landscape: Maximizing Revenue Through CCM & APCM - Shane Grivich, ChartSpan**

With major reimbursement updates taking effect in 2026, rural healthcare organizations face both new challenges and significant financial opportunity. CMS has confirmed meaningful increases for Chronic Care Management (CCM) and Advanced Primary Care Management (APCM), making these preventive care models essential for long-term sustainability. This session will provide a comprehensive overview of the 2026 care management landscape, including payment changes, operational requirements, and best-practice strategies for implementing or optimizing CCM/APCM programs. Attendees will gain practical insights into how these programs strengthen financial performance, reduce clinician burden, and improve health outcomes across rural patient populations.

## **Building Trustworthy AI in Critical Care: Responsible Adoption - Adam Kehler, OBS**

AI is quickly becoming part of patient care, but using it well requires trust, integrity, and privacy. This session offers practical guidance for responsibly adopting AI tools while protecting privacy, maintaining security, and keeping pace with emerging AI policy. Using the NIST AI RMF as a reference, we'll show organization leaders how to strategically implement AI in ways that support safe, transparent, and trustworthy care.

## **Understanding Workforce Pathways to Strengthen Rural Healthcare - Kelly Asche, Senoir Research, Center for Rural Policy and Development**

This session shares research on how rural Minnesota students transition from high school into the workforce and postsecondary education. Drawing on data from five regions across the state, the findings track employment and education outcomes one, five, and ten years after graduation. The research highlights how early experiences shape long-term workforce participation and identifies opportunities for communities to strengthen the talent pipeline before workforce shortages emerge.

## **Listening Beyond the Survey - What Teams Really Need from Their Leaders - Kaylea Bosman, Virtulead Consulting**

Uncover the hidden messages behind employee feedback and explore what teams are *really* asking for: clarity, connection, and confidence in leadership.

Through real-world examples and actionable insights, this session unpacks how communication drives trust, performance, and retention. Attendees will leave with a stronger understanding of how to:

- Decode what feedback is really telling you (and what it's not)
- Communicate with clarity that aligns teams and expectations
- Build trust through transparency and presence
- Strengthen engagement by connecting daily leadership moments to culture and purpose

## **Navigating Change in a Constantly Evolving Healthcare Environment - Joy Baldrige**

Change is constant in healthcare, sometimes frustrating, often unexpected. Learn practical strategies to reframe change, embrace new processes, and maintain positivity and productivity even during transitions.

# RURAL MINNESOTA HEALTH FORUM - Speaker Information



## Mark Jones, Executive Director

Mark Jones, Executive Director of the [Minnesota Rural Health Association](#). Mark has held this position since 2018. His career in health care began three decades ago as a Paramedic in a rural community.

Mark has a great deal of EMS, Critical Access Hospital, and rural health advocacy experience. As a resident of a rural Minnesota community, Mark has a very personal interest in the future of rural healthcare. He is dedicated to seeing that all rural Minnesotans have access to health care and healthy living.

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## Joy Baldrige, Keynote Speaker

Joy Baldrige a captivating keynote speaker and professional development seminar leader who is the founder and president of Baldrige Seminars International and Top Notch Training. Her professional development organizations focus on positive change management, leadership, teambuilding, communication, and priority management skill development. **Her first speaking engagement was at the White House, at the age of 19. She got there by calling the president.**

Joy is an expert in effective communication that brings people together to work effectively, efficiently, cohesively and profitably. **She has conducted over 2,500 customized keynote and training sessions for 200+ corporations, publications, associations and universities, such as:**

**American Association of Directors of Nursing Services keynote (AADNS), American Nephrology Nursing Association keynote (ANNA), Loma Linda Medical School and Dental School, Yale Health, 3M, Time Warner, Energizer, KPMG, BDO, Cayman National Bank, National Geographic, GQ, Vanity Fair, Oprah, Architectural Digest, Citi Private Bank, JP Morgan, IBM, Xerox, The American Bar Association, United States Tennis Association and The American Management Association.**

**Joy is a TEDx Presenter, On the list of the 41 Top Motivational Speakers** and the author of 3 books: [The Joy In Business](#), [Pure JOY!](#) and [The Fast-Forward MBA](#), published by Wiley. All of Joy's books provide an abundance of what she calls "Golden Nuggets" of information: Useful real-world tips, case studies and strategies designed specifically to **help the best to become better at increasing productivity, profitability, and positivity while decrease frustration and stress.**

Joy coaches on professional development skills including effective best practices and innovation. Her diverse background as a keynote speaker, educator, trainer, coach, and president, enables her to present information across all levels. Her **seminars are highly engaging, extremely informative and completely customized.** They are known for **producing immediate and tangible results.**



## Daniel Larsen, Principal, CliftonLarsonAllen

Daniel specializes in consulting services in the area of revenue cycle improvement, financial analysis and Medicare and Medicaid reimbursement. Daniel has over twenty years of experience in public accounting, mainly devoted to the health care industry. Daniel's current consulting work includes various forms of reimbursement and financial analysis including, CAH performance benchmarking, CAH Gold Standard benchmarking, reimbursement strategy sessions, chargemaster assessments, price opportunity studies, financial projections, etc. Daniel has been involved in dozens of chargemaster assessments, including electronic review and validation of chargemaster data, non-billable supply identification, and chargemaster interviews with an emphasis on process review to identify areas where the charge capture process may need improvement. Daniel leads our critical

access hospital reimbursement consulting practice.

## RURAL MINNESOTA HEALTH FORUM - Speaker Information



### **Ryan Strusz, Principal, CliftonLarsonAllen**

Ryan is a Principal in CLA's Healthcare practice. Professionally he specializes in serving health systems, physician practices, senior living organizations and health insurance organizations by providing audit, strategic, operational, finance, and compliance related services.

Ryan joined the firm in 2011 and has been responsible for delivering audit, cost report, tax return, and other advisory services to clients. As part of these responsibilities Ryan is responsible for planning, executing and supervising the completion of these services. In addition he is responsible for identifying opportunities for organizations to improve their

processes and procedures and developed written reports outlining those recommendations. He also presents those reports to executives and board of directors for the clients he serves.

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### **Heather Springer, Attorneys, Woods, Fuller, Shultz & Smith, P.C.**

Heather's practice focuses on health care. With expertise in a wide variety of health law matters, Heather represents health care facilities, including community hospitals, physician-owned hospitals, ambulatory surgery centers, office-based laboratories, as well as a wide range of physician practices covering multiple states and most medical specialties. She is widely recognized as the regional legal leader in health care law, including being recognized by Best Lawyers in the area of Health Care Law for almost two decades. Heather is the chairperson of the Woods Fuller Health Law Team, and she represents the majority of community hospitals and physician groups in the region. Heather acts as general counsel for her health care clients. She helps them in all areas of legal compliance, including employment law. She develops long-term relationships with her clients and serves as a true partner in driving their success. Heather is selective about the clients she chooses to work with in order to provide focused legal partnership to her clients.



### **Morgan Brekke, Attorney, Woods, Fuller, Shultz & Smith, P.C.**

Morgan is a Sioux Falls native who joined Woods Fuller in 2014. She is part of the Woods Fuller Health Law Team and has ten years' experience practicing in the health care industry. Morgan was recognized by Best Lawyers: Ones to Watch in America in the specialty of Health Care Law in 2024. Morgan's practice focuses on assisting clients in the health care industry with a wide range of legal matters, primarily focusing upon health care law and employment law. As part of the Health Law Team, clients Morgan works with include community/rural hospitals, physician-owned hospitals, ambulatory surgical centers, physician groups in a range of medical specialties, and other health care entities. As to health law specifically, matters Morgan helps clients with include: regulatory compliance at both the state and federal level; reviewing proposed business arrangements and providing guidance on structuring arrangements to minimize risk under health care fraud and abuse laws such as the Stark Law and the Anti-Kickback Statute; physician, vendor, and other health care contracting; licensing and accreditation issues; HIPAA compliance; medical staff matters; and an array of other health care matters.



# RURAL MINNESOTA HEALTH FORUM - Speaker Information

## **Amy Fajardo, CS RCM, MedCycle Solutions**

Amy is a valued member of MedCycle Solutions, where she serves as Director of Client Operations. In this role, she effortlessly manages client partnerships and coordinates internal teams to ensure that each client receives the full depth of MedCycle's experience and support. She also leads both client and staff onboarding and success initiatives, playing a pivotal role in delivering a seamless and positive experience across all touchpoints.

With over 25 years of experience as a medical billing and credentialing professional, Amy brings a vast range of knowledge in all aspects of Revenue Cycle Management, Provider Contracting and Credentialing, and Medical Administration. She has worked closely with physicians throughout the entire lifecycle of their practices, from startup through growth and eventual sale. Amy is especially skilled at building custom workflows tailored to specific practice needs and educating staff on the tools and processes necessary for success. Her skillset extends to billing compliance, provider education, and optimizing operational efficiency.

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## **Kayla Boyd, BSN, RN, MSHCT, CPHRM, COPIC**

Kayla Boyd is a Patient Safety & Risk Manager with Copic, a medical malpractice liability insurance carrier where she is considered her team's Critical Access Hospital expert. Kayla is also a Registered Nurse with the majority of her background in Critical Access Hospitals and rural healthcare where she served her time at the bedside in ER medicine and perioperative services, as well as the Director of Quality, Risk Management, and Infection Control.

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## **Heidi Larson, PharmD, SpendMend**

Lead pharmacist auditor, provides onsite support for audits. She will also provide remote support for audits when other auditing staff are on-site for smaller hospitals and clinics. Heidi served as the Pharmacy Business Operations and Revenue Manager from 2012-2019, responsible for pharmacy drug procurement and contracts, vaccine programs, pharmacy budget and formularies, pharmacy revenue cycle, the medication prior authorization program, patient assistance programs, new business development, and had residency management rotation responsibilities. She also served as a voting member on several various hospital committees and worked closely with the electronic health record analysts as a certified EHR pharmacist. In addition, she restructured and maintained compliance of the health system's 340B program which is comprised of a 484-bed academic DSH hospital. Heidi represented her entity as a HRSA 340B leading practice peer to peer site during 2012-16, was faculty at 340B University speaking on the GPO Prohibition and Hot Topics until 2016, has presented on numerous 340B webinars and was a contributor to the Apexus 340B On-Demand series.

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## **Shane Grivich, Co-Founder & Chief Strategy Officer, ChartSpan**

Shane Grivich is the Co-Founder and Chief Strategy Officer at ChartSpan, the nation's largest full-service Chronic Care Management (CCM) provider. He leads national growth strategy, health system partnerships, and clinical innovation efforts that support more than 200 rural health clinics, FQHCs, hospitals, and primary care groups. Shane is a recognized industry voice on care management operations, Medicare reimbursement trends, and scalable patient engagement models.

# RURAL MINNESOTA HEALTH FORUM - Speaker Information



## **Adam Kehler, Director of Healthcare Cybersecurity**

Adam Kehler is the Director of Healthcare Cybersecurity at Online Business Systems, where he leads a team that conducts HIPAA Security Risk Assessments, Tabletop Exercises, and broader healthcare security initiatives that include enabling the responsible adoption of AI. With more than 25 years in technology and over a decade dedicated to Health Information Privacy and Security, Adam **brings deep expertise** in healthcare threats, regulatory requirements, and risk governance. He has conducted hundreds of assessments and advisory engagements across organizations of all sizes and serves on the Advisory Panel for the Strategic AI Program at Harrisburg University. Known for translating complex technical issues

into clear, actionable guidance, Adam helps healthcare leaders implement trustworthy, risk-informed approaches to emerging technologies.

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## **Kelly Asche, Senior Researcher, Center for Rural Policy and Development**

Kelly is the Senior Researcher at the Center for Rural Policy and Development. He works from his home in New London, Minnesota. Kelly's research is focused on a broad range of rural development topics such as workforce shortages, housing, and migration patterns. He also enjoys busting myths related to the rural narrative. Kelly is also an adjunct faculty member of the Humphrey School of Public Affairs where he teaches rural planning and policy.

During his off time, you will likely find Kelly floating in his kayak, bicycling across rural Minnesota, gardening, spending time with his wife and cat, and generally shying away from places where there are large amounts of people.



## **Kaylea Bosman, Founder, Virtulead Consulting**

**Kaylea Bosman, MSOL**, is an award-winning leader, consultant, speaker, and founder of VirtuLead Consulting. A Minnesota native, she brings more than 25 years of leadership experience, including 15 years in leading teams in California, before returning to Minnesota in 2020. She pairs this real-world experience with a strong academic foundation in organizational leadership.

Through her experience and education, Kaylea developed a passion for helping managers learn how to manage effectively and lead with intention, recognizing that engaged employees drive stronger performance, healthier cultures, and more sustainable results. She works with managers, supervisors and emerging leaders to strengthen communication, build trust, and apply practical leadership strategies that translate directly into day-to-day outcomes.

Kaylea holds a Master of Science in Organizational Leadership from the University of Redlands and is the creator of the SOAR Leadership Accelerator Program, a practical leadership development program focused on employee engagement, clarity, and resilience.

# REGISTRATION - Educational Forum/Vendor Fair

## How to Register:

Register Now

## Link: [mrhc.net/ruralmnhealthforum-administration](https://mrhc.net/ruralmnhealthforum-administration)

*(If the hyperlink in this document does not direct you to the registration form, copy and paste the link in browser)*

**Registration deadline: Friday, May 1, 2026**

## Questions or assistance:

- Christina Wangen – [cwangen@mrhc.net](mailto:cwangen@mrhc.net)
- Denise Schneekloth – [dschneekloth@mrhc.net](mailto:dschneekloth@mrhc.net)

## Meals

- Complimentary meals: May 19<sup>th</sup> breakfast and lunch; May 20<sup>th</sup> Lunch and Picnic; May 21<sup>st</sup> Breakfast and Lunch

## Continuing Education

- Applications are being made to the following MN Board of Nursing, MN BELTS&S, SHRM, MN Board of Social Work & MN Board of Pharmacy, ACHE for continuing education credits. Final credit amounts will be shared with attendees.

## Important Information for Attendees

- There is no fee to attend this event.
- Dress code: Business casual. Meeting room temperatures may vary; dressing in layers is recommended.
- Name badges and event materials will be provided at registration.
- Door prize drawings will take place at the close of the day. **Must be present to win.**

## Cancellations & Transfers

- Cancellations must be made at least **10 business** days prior to the event.
- A \$50 no-show fee will be charged to the facility for registrants who do not attend or for cancellations made fewer than 10 business days prior to the event.
- Registrations may be transferred to another employee within the same facility. Please notify the conference host prior to the event by emailing [cwangen@mrhc.net](mailto:cwangen@mrhc.net).

## Accommodations

Please indicate your lodging needs on the registration form.

- Forum Coordinators will take care of the reservation, fees, and will send confirmation details to you.

Contact [jgearman@medi-sota.org](mailto:jgearman@medi-sota.org) with questions.