



Alabama Primary Health Care Association 39th Annual Conference & Expo

October 29–31, 2024

The Lodge, Gulf Shores, AL

For almost fifty years, health centers have served as the primary medical care provider to almost 27 million individuals across 10,000 communities across America. As a profoundly personal movement, this work was led by community health and civil rights activists who fought to improve the lives of Americans living in deep poverty and desperate for health care.

The emerging health center model targeted the roots of poverty by combining the resources of local communities with federal funds to establish clinics in rural and urban areas. This provided affordable and accessible health care across often overlooked communities and populations. Although much has changed since the earliest days of community health centers, one thing has not—our unyielding commitment to the vision of community health through quality services. Alabama’s health centers continue this work and provide primary and preventive services to over 310,000 individuals and families annually across 205 locations.

Richly anchored by its history of dedication to changing communities’ health, today’s health centers face demands for continued transformation across models of care, patient and consumer expectations, health information technology, quality, and workforce. These dynamics have created heightened responsibilities, activities, and busyness. But in the midst of it all, we must be careful not to confuse **movement** with **progress**. One can run in place and not get anywhere.

Turn North challenges participants to assess whether their movement is progressive, ensuring that the infrastructure, systems, and teams they have built over the last decade improve health outcomes, enhance patient and employee experience, and increase value. It is time for health centers to leverage their preparation, conditioning, and lessons fully. “You have circled this mountain long enough. Now turn north.”

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AGENDA AT A GLANCE

Platinum Presenting Sponsors: Henry Schein, LabCorp, Pfizer Vaccines

TUESDAY, OCTOBER 29, 2024	
7:30 AM – 4:00 PM	Registration and Vendor/Exhibitor Setup
8:00 AM – 9:00 AM	Platinum Sponsors Breakfast, <i>Invite Only</i>
8:00 AM – 9:00 AM	Participant Breakfast
9:00 AM – 10:00 AM	Policy & Program Updates, AL Medicaid
10:00 AM – 10:15 AM	Break
10:15 AM – 11:15 AM	Federal Policy & Funding Updates, NACHC
11:15 AM – 12:30 PM	HC Program Updates, HRSA, Lunch & Learn
12:30 PM – 2:00 PM	PCA National Policy Updates
2:00 PM – 2:15 PM	Break
2:15 PM – 3:45 PM	Opening Plenary Session & Keynote
4:00 PM – 5:00 PM	Welcome Reception
WEDNESDAY, OCTOBER 30, 2024	
7:00 AM – 4:00 PM	Registration and Vendor/Expo Hall Open
7:30 AM – 8:30 AM	Participant Breakfast
8:30 AM – 10:00 AM	Breakout Sessions
10:00 AM – 10:30 AM	Break
10:00 AM – 10:45 AM	Face-to-Face Meetings with Leadership
10:30 AM – 12:00 PM	Breakout Sessions
12:00 PM – 1:00 PM	Participant Lunch
12:00 PM – 1:00 PM	Leadership Lunch, <i>Invite Only</i>
1:00 PM – 2:00 PM	Breakout Sessions
2:00 PM – 2:30 PM	Break
2:00 PM – 2:45 PM	Face-to-Face Meetings with Leadership
2:30 PM – 3:30 PM	Breakout Sessions
6:00 PM – 8:00 PM	Chairman's Reception

THURSDAY, OCTOBER 31, 2024	
7:30 AM – 12:00 PM	Registration and Vendor/Expo Hall Open
7:30 AM – 8:30 AM	Participant Breakfast
8:30 AM – 9:30 AM	Breakout Sessions
9:30 AM – 10:00 AM	Break
9:30 AM – 10:15 AM	Face-to-Face Meetings with Leadership
10:00 AM – 11:00 AM	Breakout Sessions
11:00 AM – 11:30 AM	Snack Break
11:00 AM – 11:45 AM	Face-to-Face Meetings with Leadership
11:30 AM – 12:30 PM	Breakout Sessions

Session Descriptions

Tuesday, October 29

Policy Forum

Preparing for the Climb through the Rules of Engagement

9:00 AM – 10:00 AM

The State of Alabama Medicaid: Program and Policy Updates

Led by Medicaid Deputy Commissioner Barry Cambron, this session will present the latest Medicaid updates impacting state and community health centers, including Medicaid redetermination and the annual Medicaid budget, and provide updates on Alabama's Coordinated Health Network (ACHN).

10:15 AM – 11:15 AM

The State National Health Center Policy: Program and Policy Updates

Joe Dunn from the National Association of Community Health Centers will lead this session. He will share the latest information on advocacy, federal and state health policy developments, and their implications for health centers and the people and communities they serve.

11:15 AM – 12:30 PM

The State of HRSA: Program and Policy Updates

Across a networking lunch-and-learn format, Angela Powell from HRSA (invited) will update current activities, program requirements, and their impact on the health center's daily functions. Topics include the latest on HHS national priorities to address targeted populations, Uniformed Data System (UDS) federal and state demographic/performance data, and the latest information on the horizon at HRSA/BPHC.

12:30 PM – 2:00 PM

The State National Policy

Led by Colleen Meiman, APHCA's national policy consultant, this session will update participants on health centers' most pressing policy issues and discuss strategies for engaging leadership to stay focused on policy impact rather than the slippery slope of today's current political environment.

Opening Plenary Session with Keynote

2:15 PM – 3:45 PM

Climbing with Vision Towards Progress: Creating Greatness in Yourself and Others

John Bentley, Leadership Coach Speaker, Trainer, Power 2 Transform Consulting



The keynote session provides a unique perspective: it challenges participants not to confuse movement with progress through an inspiring experience based on the incredible true story of Erik Weihenmayer, the first blind person to summit Mount Everest. Through an interactive experience using video, practical tools, and discussion, participants will leave motivated, with heightened awareness and actionable strategies for a new mindset about creating greatness that results in forward progress through transformative work.

The session is not just about an awe-inspiring journey to the world's highest peak; it's a profound exploration of leadership, trust, and teamwork under the most challenging conditions. Session highlights include:

Shared Leadership: Explore how Erik and his team demonstrated shared leadership by stepping up, setting aside egos, and embodying the principle that true leaders lead by example.

Building Trust and Competence: Learn how each team member's competence, skill, and ability to inspire trust were crucial in conquering Everest. **Vision and Communication:** Understand the importance of a clear and compelling vision, continual purpose clarification, regular team meetings, and open communication.

Leveraging Strengths and Conditioning: Explore how the team leveraged individual strengths and made weaknesses irrelevant, unleashing each member's potential.

Tools and Technology: Gain insights into how the right tools and aligned systems are prerequisites for meeting extraordinary challenges.

Wednesday, October 30

Educational Tracks & Breakout Sessions

Track One: Governance

The Anchor for Success & Sustainability

Led by Kathy Wood-Dobbins, HRSA Consultant

8:30 AM – 10:00 AM

Knowing Your Role for the Climb

Participants will increase their knowledge of effectively embracing their governance responsibilities and preparing their organizations to thrive in an outcome-based environment. This session will cover health center board roles, best practices, and strategies to avoid common pitfalls.

10:30 AM – 12:00 PM

Strategy, Oversight and Policy, and Board Functioning

In this session, participants will review CEO hiring, compensation, and succession planning and apply good practices for board meetings, retreats, board

recruitment, and board member orientation. Participants will also learn how to apply strategic planning concepts for value-based care.

1:00 PM – 2:00 PM

Tying a Secure Knot to Ensure Fiscal Responsibilities as a Board Member

This session will provide a deeper dive into the operational and financial program requirements and hear an expert's perspective on the common pain points. Participants will be able to apply strategies and best practices in their organization and demonstrate skills in financial oversight.

2:30 PM – 3:30 PM

Building and Sustaining Structure for Reliable, High Performance

This session will provide an in-depth overview of the clinical program requirements and highlight how to evaluate quality and quality improvement plans.

Track Two: Quality

Securing the Harness for Safety & Performance

8:30 AM – 10:00 AM

Implementing and Sustaining the Quality Transformation Framework

Cheryl Modica PhD, MPH, BSN, Director, Quality Center, NACHC

The Value Transformation Framework (VTF) is an organizing framework used by the National Association of Community Health Centers (NACHC) to help health centers transform systems and drive improvement. The VTF takes the multi-faceted health center system and breaks it down into three functional Domains—Infrastructure, Care Delivery, and People—and 15 Change Areas that health centers can target to improve performance. This session will describe how health centers can implement the VTF as the foundation for its improvement strategy and how to apply the VTF and supporting tools and resources offered through NACHC's Elevate program to improve health outcomes, patient experience, staff experience, reduce costs, and improve equity.

10:30 AM – 12:00 PM

Addressing SDOH Challenges as a Core Strategy for Improved Outcomes

Cheryl Modica PhD, MPH, BSN, Director, Quality Center, NACHC

Social Drivers of Health (SDOH) affect 80% of a patient's overall health and are a core element in improving health outcomes. SDOH factors include income/employment, food insecurity, transportation, housing & basic amenities, and social inclusion. Decades of data demonstrate the correlation between SDOH and health outcomes, necessitating health centers to effectively assess and address these factors. This session will review how to implement and optimize health center workflows to screen patients for SDOH factors and deliver timely interventions responding to identified SDOH needs. This interactive session will allow health centers to participate in discussions and share their experiences with implementing SDOH workflows.

1:00 PM – 2:00 PM

Addressing Cardiovascular Disease Care

Klodiana Myftari, PharmD, BCACP, American Medical Association

Cheryl Modica PhD, MPH, BSN, Director, Quality Center, NACHC

Cardiovascular disease is the number one cause of death among adults in the United States. The American Medical Association will share its programs for advancing cardiovascular care, including hypertension and cholesterol management strategies. In addition, NACHC will share the best practices and tools from a multistate Community Health Center cholesterol management project. Finally, using a data-driven methodology, attendees will learn how to leverage the population health tool to enhance patient outcomes.

2:30 PM – 3:30 PM

Utilizing MAP BP to Care for Hypertension Patients

Klodiana Myftari, PharmD, BCACP, American Medical Association

Annemarie Witmer, MSN, MSHA, DNP, CRNP

Clinical Services Officer, QA/QI/Risk Manager, Central North Alabama Health Services

This session will focus specifically on the AMA's MAP BP initiative. Alabama's rates of hypertension are over 42%, which is above the national average. MAP BP is an

evidence-based framework that improves controlled hypertension rates. Participants will learn about the program's specifics and hear how one of Alabama's health centers used this framework to improve care.

Track Three: Finance and Operations

Optimizing Performance at Altitude

Summitting the 340B Program for Continued Access

Matt Atkins, CPA, CIA, 340B ACE, Partner, Draffin Tucker

Hannah Rowell, Senior 340B Consultant, Draffin Tucker

Tim Mallett, RPh, 340B ACE, VP of Pharmacy Affairs, Nuvem

Colleen Meiman, National Policy Advisor

8:30 AM – 10:00 AM

340B Basics and Contract Pharmacy

In this introductory topic, we'll explore the 340B Program's beginnings and basic compliance requirements and introduce the terminology used for the remainder of the workshop. Beyond the basics: We'll examine contract pharmacy relationships in detail, including their benefits and pitfalls.

10:30 AM – 12:00 PM

Retail Pharmacy & PAP, and Navigating Manufacturer Restrictions

This session will explore the world of CHC-owned pharmacies, including specific compliance concerns and contracting issues. Additionally, best practices on pharmacy operations will be discussed to empower your CE to strive for success in your pharmacy. This session will also briefly highlight Patient Assistance Programs. We will review the current manufacturer restrictions on the use of contract pharmacies and discuss any available options to mitigate that impact.

1:00 PM – 2:00 PM

HRSA Considerations and Common Missteps

This session will review recent HRSA audit findings and discuss common compliance issues. Participants will obtain practical takeaways for individual program evaluation, planning, and strategy development. This session will

highlight current hot topics in governance and regulatory management (i.e., 340B changes, related court cases, manufacturer actions, drug pricing changes, etc.).

2:30 PM – 3:30 PM

Peer-to-Peer Roundtable Discussion

Based on national experience evaluating health center performance, this session will share lessons learned and best practices and offer facilitated dialogue around governance models and challenges explicitly faced by community health centers, along with peer perspectives on practical solutions.

Thursday, October 31

Educational Tracks & Breakout Sessions

Track One: Workforce Engagement Strategies

Redesigning the Workforce for the Climb to Support Diverse Needs

8:30 AM – 9:30 AM

Training the Healthcare Workforce to Care for Marginalized Communities

John B. Waits, MD, FAAFP, Cahaba Medical Care Foundation

Chief Executive Officer, CMFR Program Director, Faculty Physician

Building upon the foundation of a culture that fosters and maintains employee engagement, health centers can implement interprofessional training programs as a core strategy to help prevent health workers' adverse health outcomes and burnout. Team-based care is at the core of the health center care delivery model, and interprofessional training and education are vital for the health center workforce of the future.

This session will allow participants to learn about community health center innovative interprofessional training and education (IPE) models to prepare the health center workforce for the future. As Alabama's only Teaching Health Center (THC), Dr. Waits will share lessons learned on mechanisms to support IPE in key areas such as curriculum development, partnering with other community-based organizations, health center operations, and financing. Participants will be

exposed to the essential elements of health center models and curriculum and understand strategies for building and growing their interprofessional education activities.

10:00 AM – 11:00 AM

Building the Foundation for Employee Engagement and Workforce Development

John B. Waits, MD, FAAFP, Cahaba Medical Care Foundation

Chief Executive Officer, CMFR Program Director, Faculty Physician

Health centers are facing unprecedented competitive market forces and ongoing workforce shortages. At the same time, they are working to develop and sustain meaningful health professional education programs. Employee engagement and overall experience are foundational to minimizing employee turnover and burnout while maximizing individual empowerment, contributions, and impact necessary to deliver quality care while growing patient services and development programs.

Dr. Waits will share insight from his experience implementing and sustaining a culture of employee engagement and satisfaction that has led to unprecedented patient service and experience growth. Participants will learn about the organized onboarding, orientation, and ongoing development strategies for health center staff that serve as the cultural anchor for building and growing team connections. This disciplined approach has proven invaluable in increasing team engagement and productivity while setting the stage for sustaining workforce development programs.

11:30 AM – 12:30 PM

APHCA's 2024 Compensation and Benefits Survey Report

Mary Hayes Finch, JD, MBA, CHC, Alabama Primary Health Care Association, President and Chief Executive Officer

APHCA CEO Mary Hayes Finch will present findings from its 2024 Compensation and Benefits Survey and highlight opportunities for enhancing employee experience through meaningful compensation programs. Additionally, participants will share their insight on flexibility, benefits, and programs designed to decrease turnover and increase employee engagement and fulfillment.

Track Two: Quality

Creating Sustainable Solutions for Rural Health Equity through Outcomes Focused Care

Tate Hinkle, MD, Chief Medical Officer, Main Street Rural Health

Led by Alabama physician Tate Hinkle, this session will leverage a career of state and national experience focused on improving access and health equity in rural, underserved communities. Track objectives include:

1. Assessing rural health equity and its importance in achieving health equity on a national level.
2. Establishing the five key priorities of CMS's framework for health equity and how to incorporate them into your daily practice.
3. Determining best practices and opportunities for collaboration in addressing rural health equity.
4. Leveraging insights from value-based care activities in senior care to improve individual and community health.

8:30 AM – 9:30 AM

Understanding and Overcoming Rural Health Disparities

In this session, participants will review rural communities' unique challenges compared to their urban counterparts. Specific data and assessment insight will include a review of Healthy People 2030 measures, critical barriers to achieving equitable health in rural areas, and the prevalence of social determinants of health.

10:00 AM – 11:00 AM

Leveraging the Center for Medicare and Medicaid's (CMS) Framework to Improve Health Equity

In this session, participants will better understand CMS priorities for Medicare and Medicaid, including health information technology and data, identifying and mitigating the causes of disparities, building workforce capacity, advancing health literacy, and appropriately increasing access to healthcare services.

11:30 AM – 12:30 PM

Leveraging Health Centers to Achieve Health Equity through Outcomes-Based Care

In this session, participants will receive timely and proven strategies for leveraging their unique whole-person care model to improve patient and community care outcomes. The discussion will explore the tenants of outcomes-based care, techniques for onboarding and sustaining related activities, and demonstrate success in improving health equity through case studies of patients impacted by the Outcomes-Based Framework. Based on these proven models, participants will leave with actionable steps to implement across their organization's care system for all patient populations.

Track Three: Finance and Operations

Advanced Concepts for Billing and Revenue Cycle Managers

David Fields, CPA, CMA, CFM, Partner, Forvis Mazars

Megan Knight, CPA, Director, Forvis Mazars

8:30 AM – 9:30 AM

Accounts Receivables Reporting and Analysis

This session will share key revenue cycle performance indicators, but more importantly, it will help participants understand them and use them in the decision-making process. Forvis Mazars will discuss strategies for communicating information and holding the organization accountable. The session also includes evaluating revenue trends, understanding the characteristics of receivables, diagnosing issues, and improving collection efforts. We will discuss internal reporting, where to focus, how often to run reports, and how you can consider updates and modifications based on your organization's goals.

10:00 AM – 11:00 AM

Attributes of Better Performing Revenue Cycle Department

This session will review the types of reimbursement health centers encounter and the essential functions necessary to take advantage of the various sources. As

the pandemic grant revenues have ended and expenses have remained high, Health Centers are looking for additional sources of income. We will remind you of additional revenue streams and share strategies being utilized to take advantage of opportunities available to your organization. At the end of this session, you will be encouraged to make practical changes to your organization. Consider a fresh perspective on some revenue sources that you may have dismissed previously but now are more significant and critical opportunities than the last time you looked at them.

11:30 AM – 12:30 PM

Sliding Fee and Charge Setting

This session will share the importance of your Health Center's fee schedule so you can consider critical elements in your decision-making process, whether compliance or operational. We will provide insight into your sliding fee program and offer practical guidance on increasing compliance and decreasing complexity. Learn about strategies to help your patients and your staff as you consider some of the myths frequently considered with some Health Center approaches to the sliding fee program.

Speaker Biographies

Matt Atkins is a partner in Draffin Tucker's 340B Compliance Services team in Albany. During his time with Draffin Tucker, he focused exclusively on the healthcare industry, where he has experience auditing healthcare entities, preparing Medicare and Medicaid cost reports, internal audit outsourcing, evaluating 340B Program compliance, and various other program reimbursement and consulting projects. Mr. Atkins earned a Bachelor of Business Administration in Accounting at the University of Georgia and a Master of Accountancy from Georgia College and State University. Matt is a Certified Public Accountant licensed to practice in Georgia and a Certified Internal Auditor. Additionally, Matt is recognized as a 340B Apexus Certified Expert and has been a frequent speaker on 340B compliance at the national and regional levels.

John Bentley founded Power 2 Transform, a leadership development consultant with over 41 years of public service experience. His journey from early struggles as a young leader to a distinguished U.S. Air Force career exemplifies the power of

self-leadership and resilience. John's expertise is crafting customized leadership programs that deliver measurable business outcomes. His clients include NASA, Alabama Farm Credit, Merck Pharmaceutical, and the Alabama Primary Health Care Association. John's mission extends beyond professional success; he is deeply committed to helping others lead meaningful lives. He leads the You Are A GIFT Foundation, which supports mothers overcoming prescription drug addiction. He is an accomplished author of "You Are A GIFT" and "52 Ways to Motivate Yourself," and he also shares his insights in the audio program "17 Biblical Principles of Success." Through his work, John encourages everyone to create a legacy of success that others can build upon.

Barry Cambron is Deputy Commissioner of Health Systems at the Alabama Medicaid Agency. In this role, he leads the Agency's Managed Care Operations Division, the Networks and Physician Program Division, and the Data Analytics Division. He was formerly the Director of Analytics at Alabama Medicaid, overseeing the Agency's business and quality analytics functions, quality measure evaluation and development, and standardized measurement and reporting. Barry has more than 20 years of experience in the public and private sectors of the healthcare industry. He has a Master of Science in Health Administration and a Master of Business Administration from the University of Alabama at Birmingham.

Joe Dunn is a two-time graduate of George Washington University. He has spent the last 20 years in Washington, D.C., on Capitol Hill and in a variety of government relations roles. Joe joined NACHC in 2021 as Senior Vice President for Public Policy and Research from Cigna. Before that, he was in senior positions with two offices in the federal delegation representing Connecticut. Joe began his work on behalf of the people of Connecticut in 2010 when he joined then-Representative Chris Murphy as his Legislative Director. In 2012, when Congressman Murphy was elected to the Senate, Joe became his Senior Policy Advisor. In that role, Joe oversaw all aspects of health policy and was the point person for Sen. Murphy's Mental Health Reform Act, which was signed into law by President Obama in 2016.

David Fields has devoted his career to the CHC industry and is passionate about helping CHCs meet the healthcare needs in the communities they serve. His goal is to bring the significant CHC experience of Forvis Mazars in accounting,

reimbursement, grants management, tax, and other finance-related topics to the firm's clients and industry. As a part of the Forvis Mazars CHC Center of Excellence, David serves as a key team resource on audit, grants management, financial, operational issues, and cost report preparation services for CHCS. His CHC audit experience has made him a firmwide resource on Single Audit issues and their application to healthcare. David is a 1999 *summa cum laude* graduate of Southwest Baptist University, Bolivar, Missouri, with a B.S. degree in accounting. David frequently speaks on CHC topics, including grants management and other operational issues for the National Association of Community Health Centers (NACHC) and several state primary care associations. He has worked with the Forvis Mazars team to develop the CHC CFO Boot Camp series that has been taught virtually and in person across the country. David also has assisted management teams and boards of directors by interpreting complex accounting and grant issues.

Mary Hayes Finch is the President and CEO of the Alabama Primary Health Care Association and the Intelligent Care Network. Working directly with the Board of Directors, she provides leadership and vision for continued network development and advancement. Before joining the Association in 2007, she served as a Deputy Attorney General for Alabama and the Chief of Staff for the Medicaid Agency. She provided leadership for Medicaid policy, transformation efforts, and a variety of programs and statewide initiatives. Mrs. Finch holds a BS in Organizational Development from Troy University, a master's degree in business administration from Auburn University, a Juris Doctorate from Thomas Goode Jones School of Law, Montgomery, and was licensed to practice law in the State of Alabama in 2003.

Tate Hinkle is a family physician in rural Alabama who is passionate about health policy, especially in rural healthcare, medical education, quality and value-based care, and using data to improve care. He is working to help reinvent healthcare in rural America and his home state of Alabama by assisting rural hospitals, rural health clinics, and federally qualified health centers to navigate the transition to value-based care. He also serves as a hospice medical director and is interested in end-of-life and palliative care as I see it integral to quality healthcare delivery. His wide-ranging experiences in national, state, and local organized medicine give him a broad view of healthcare challenges at all levels.

Megan Knight is focused nearly exclusively on the healthcare industry, primarily on the nonprofit and governmental provider environment. With more than ten years of experience in public accounting, Megan is responsible for working on the execution of financial statement audits for healthcare providers in the Georgia market. Megan's experience spans from large, fully integrated regional health systems to single-facility community hospitals. Megan also has experience performing Single Audits under OMB Circular A-133 and Government Auditing Standards, as well as various compliance audits, attestation engagements, and consulting projects. Megan graduated from the University of Georgia, Athens, with a B.S. in accounting and an M.Acc. degree.

Tim Mallett is a pharmacist and has been involved with the 340B program for over 20 years. Currently, he is employed at Nuvem as VP of Pharmacy Services. He assists FQHCs with setting up new in-house pharmacies and provides 340B onsite education for CHC staff. Over the years, Tim has consulted with FQHCs on pharmacy operations, 340B issues, and pharmacy integration within their health centers. He is also a respected speaker at state and national conferences. He was also a consultant for NACHC on Public Policy and 340B Pharmacy Operations for several years. Tim spent 12 years as Director of Pharmacy at a large FQHC in Michigan. In addition to running the pharmacy, he oversaw the clinic's managed care, medical records, WIC, marketing, quality improvement (PCMH & MU), and LEAN (process improvement) during his tenure. Tim is a 340B ACE (Apexus Certified Expert).

Colleen Meiman is NACHC's Senior Policy Advisor where she is responsible for working with HRSA and other federal agencies on policy issues that affect health centers and their patients. She spent over two decades in the federal government, including the Office of the HHS Secretary, the U.S. Senate, and numerous positions within HRSA, including the Bureau of Primary Health Care. Colleen's expertise is in the regulatory, administrative, and financing aspects of Section 330, Medicaid, Medicare, 340B, and the Affordable Care Act, and how they relate to health centers.

Cheryl Modica is the Director of the Quality Center at the National Association of Community Health Centers (NACHC). Dr. Cheryl Modica provides strategic

direction in clinical, quality, and health center transformation. She is the author of the Value Transformation Framework, a conceptual model to guide health center systems change and support health center advancement toward value-based models of care and the Quintuple Aim: improved health outcomes, improved patient experiences, improved staff experiences, reduced costs, and equity. Dr. Modica has decades of experience designing, developing, and operationalizing innovative health care initiatives to integrate primary care and public health and translate evidence into practice. Dr. Modica earned a Doctor of Philosophy in Public Health Administration from New York University's School of Public Service and a Master of Public Health from The University of North Carolina, Chapel Hill. Dr. Modica also earned a Bachelor of Science in Nursing from The University of Vermont.

Klodiana Myftari is the Director of Clinical Pharmacy Relations in Improving Health Outcomes at AMA. In her role, Dr. Myftari serves as a subject matter expert regarding team-based care approaches and collaborates with healthcare teams across the nation to promote evidence-based prescribing behaviors to benefit all populations with a focus on the prevention of cardiovascular disease. Her professional experience includes over a decade of leadership in the implementation and evaluation of pharmacists' services in community pharmacy, ambulatory care, and population health management via digital medicine, telehealth, and traditional face-to-face practice models. Dr. Myftari received a Doctor of Pharmacy degree and completed a one-year residency with a focus on community and ambulatory care pharmacy from the University of Illinois at Chicago, College of Pharmacy. She is Board Certified in Ambulatory Care Pharmacy. She is an Adjunct Associate Professor of Pharmacy Practice at Midwestern University and an active member of local and national pharmacy and interdisciplinary health organizations.

Angela Powell is the director of the Office of Health Center Program Monitoring (OHCPM), Bureau of Primary Health Care/HRSA. OHCPM provides program monitoring and assistance to 1,500 Federally Qualified Health Centers, with a budget allocation of over \$5 billion. Angela's past leadership roles include managing programs in HRSA's HIV/AIDS Bureau and directing AIDS Support Services at the Whitman-Walker Health Clinic in Washington, D.C. She earned a BA in Life Sciences and an MPH in Health Administration from the University of

Tennessee, Knoxville. Powell received the Certified in Public Health credential from the National Board of Public Health Examiners.

Hannah Rowell is a Senior 340B Consultant in Draffin Tucker's 340B Services Team and holds the 340B Apexus Certified Expert credential. She has prior experience in healthcare quality and process improvement in her approach to 340B compliance. Hannah is a nationally recognized expert in the Community Health Center 340B community and is a frequent presenter at national conferences. Hannah has served as Faculty for 340B University in-person training. In her previous role leading the 340B Program for a large FQHC, Hannah oversaw a network of nearly 200 contract pharmacies while maintaining compliance, navigating contract pharmacy restrictions, and guiding the health center through a federal HRSA audit with zero findings.

John Waits currently serves as the co-founder and CEO of Cahaba Medical Care, a Community Health Center (Federally Qualified Health Center) that started in 2004 in rural Bibb County, Alabama, and has since grown to serve additional offices in Perry, Chilton, and Jefferson Counties. Together in 2013, he and Dr. Lacy Smith co-founded Cahaba Family Medicine Residency, where he serves as program director and DIO. He is a practicing, board-certified family medicine physician/obstetrician with active obstetric privileges at Bibb Medical Center and UAB Medical West. Dr. Waits earned his medical degree from the University of Alabama School of Medicine. He also completed an obstetrics fellowship at the University of Alabama and residency training at In His Image Family Medicine Residency in Tulsa, Oklahoma. He has a particular interest in healthcare policy and how it touches women and children in terms of maternity and infant care, the rural poor, healthcare access, and the care of the uninsured and underinsured.

Annemarie Witmer is the Clinical Services Officer, responsible for clinical support services staff oversight, quality assurance/quality improvement, and risk management. Before coming to CNAHSI, Dr. Witmer held management positions in the Veteran Affairs System and served on various state and national committees. She also served at the University of Alabama as an Adjunct faculty member at Capstone College of Nursing (DNP Mentoring Program) for 5 years. She is board-certified by the American Nurses Credentialing Center as a Family

Nurse Practitioner. Dr. Witmer holds a Master of Science in Nursing from East Tennessee State University, a Doctorate in Nursing from The University of Alabama, and a Post Doctorate Master of Science in Health Administration from The University of Alabama at Birmingham.

Kathy Wood-Dobbins is a consultant and health care leader, bringing extensive experience working with community health centers. After 27 years as CEO of the Tennessee Primary Care Association, she currently provides consulting services for organizations that provide or support primary health care delivery in medically underserved areas. Kathy is a HRSA Bureau of Primary Health Care (BPHC) consultant through the Management Strategist Consulting Group, Inc (MSCG). She leads teams that conduct Operational Site Visits to assess health center compliance with Health Center Program requirements. Her expertise is in non-profit governance, public policy, and strategic management.