

AMERICAN ASSOCIATION FOR RESPIRATORY CARE
Board of Directors Meeting
December 7, 2018 • Las Vegas, NV

Minutes

Attendance

Karen Schell, DHSc, RRT-NPS, RRT-SDS, RPFT, RPSGT, AE-C, CTTS, President
Brian Walsh, PhD, RRT-NPS, RRT-ACCS, AE-C, RPFT, FAARC, Past President
Cheryl Hoerr, MBA, RRT, CPFT, FAARC, VP Internal Affairs
Sheri Tooley, BSRT, RRT-NPS, CPFT, AE-C, VP External Affairs
Lynda Goodfellow, EdD, RRT, FAARC, Secretary/Treasurer
Dana Evans, MHA, RRT-NPS
Susan Gallo, MEd, RRT, CTTS, FAARC
Jakki Grimball, MA, RRT, AE-C
Carl Hinkson, MS, RRT-NPS, FAARC
John Lindsey, Jr., MEd, RRT-NPS, FAARC
Timothy Op't Holt, EdD, RRT, AE-C
Georgianna Sergakis, PhD, RRT, FAARC
Steve Sittig, BSRT, RRT-NPS, FAARC
Lisa Trujillo, DHSc, RRT
Kari Woodruff, BSRC, RRT-NPS, FAARC

HOD Officers

Teri Miller, MEd, RRT, CPFT, Speaker
Kerry McNiven, MS, RRT
Dana Evans, MHA, RRT-NPS

Consultants

Ellen Becker, PhD, RRT-NPS, FAARC, Parliamentarian
Dianne Lewis, MS, RRT, FAARC, President's Council President

Guests

John Hiser, MEd, RRT, FAARC

Excused

Kim Bennion, MHS, RRT
John Wilgis, MBA, RRT
Neil MacIntyre, MD, BOMA Chair

Staff

Tom Kallstrom, MBA, RRT, FAARC, Executive Director
Tim Myers, MBA, RRT-NPS, FAARC, Chief Business Officer
Doug Laher, MBA, RRT, FAARC, Associate Executive Director
Shawna Strickland, PhD, RRT-NPS, AE-C, FAARC, Associate Executive Director
Kris Kuykendall, Executive Administrative Assistant
Amanda Feil, CAE, Membership Development

CALL TO ORDER

President Karen Schell called the meeting of the 2019 AARC Board of Directors to order at 2:45pm PST.

INTRODUCTIONS AND DISCLOSURES

Secretary/Treasurer Lynda Goodfellow called roll and declared a quorum. President Schell asked guests to introduce themselves. All Board members participated in an icebreaker led by Lisa Trujillo.

Lynda Goodfellow moved to ratify Kim Bennion as the Management Chair section.

Motion carried

President's Council appointed Dianne Lewis as the President's Council president.

Ellen Becker swore both in as members of the Board of Directors.

President Schell asked Parliamentarian Ellen Becker to review the Parliamentarian procedures – Roberts Rules of Order, floor motions, etc.

President Karen Schell informed the Board of her expectations. She informed them about the different AARConnect communities and discussed mentorship for new Board members.

2019 GOALS AND OBJECTIVES

President Schell reviewed the 2019 Goals and Committees. (See Attachment "A")

FM 18-3-4.1 Lynda Goodfellow moved to approve the 2019 appointments, goals and objectives with revisions as presented.

Motion carried

The 2019 meeting dates and locations were announced. Assignments with timelines were given for the Spring meeting.

TREASURER'S MOTION

Lynda Goodfellow moved that the expenses incurred at this meeting be reimbursed according to AARC policy.

Motion carried

ADJOURNMENT

President Schell adjourned the meeting of the AARC Board of Directors at 4:30pm PST.

Meeting minutes approved by AARC Board of Directors as attested to by:

Lynda Goodfellow
AARC, Secretary/Treasurer

Date

Attachment “A”

2019 Goals and Committees

American Association for Respiratory Care

2019 Goals & Committees

Committees,
Sections, &
Special Representatives

Karen S. Schell DHSc, RRT, RRT-NPS, RPFT, RPSGT, AE-C, CTTS,
RRT-SDS, 2019-2020 President

AARC Mission Statement

"The American Association for Respiratory Care (AARC) will continue to be the leading national and international professional association for respiratory care.

New Mission Statement: The AARC is the foremost professional association promoting respiratory therapist. (to be voted on by membership)

AARC Vision Statement

The AARC will encourage and promote professional excellence, advance the science and practice of respiratory care, and serve as an advocate for patients, their families, the public, the profession and the respiratory therapist."

New Vision Statement: The AARC advances professional excellence and science in the practice of respiratory therapy, serving the profession, patients, caregivers, and the public. (to be voted on by membership)

AARC Horizon Goals (2019-2020)

My presidential goals for 2019-2020 are the AARC Horizon Goals. Committees will develop tactics for the strategies to meet the AARC Horizon goals.

Advocacy:

Respiratory care provided by respiratory therapists is recognized and supported in all health care settings.

Communications/marketing:

AARC consistently delivers the right message, to the right audience, at the right time, through the right channel.

Education/professional development:

AARC offers engaging, valuable professional education that advances the professional practice of respiratory therapy and supports advancement of the profession.

Events/Meetings:

The AARC is recognized as the #1 provider of engaging, high-quality world-class educational and research conferences that attract respiratory therapists and inter-professional audiences.

Membership:

AARC has an engaged, diverse membership comprised of the majority of practicing respiratory therapists.

Revenue and finance:

The AARC produces ample revenues from diverse sources, which are managed to the highest standards.

Standing Committees Index

	Page
<u>Bylaws Committee</u>	5
<u>Elections Committee</u>	6
<u>Executive Committee</u>	7
<u>Finance Committee</u>	8
<u>Audit Subcommittee</u>	9
<u>Judicial Committee</u>	10
<u>Program Committee</u>	11
<u>Sputum Bowl Committee (sub of Prog.)</u>	12
<u>Strategic Planning Committee</u>	13

Standing Committees & Objectives

Bylaws Committee

Horizon Goal Alignment:

Advocacy

- ***Respiratory care provided by Respiratory Therapists is recognized and supported in all healthcare settings.***

1. Collaborate with other organizations to improve the health of the communities and to reinforce the value of RTs.

With the following Objectives:

Review amendments proposed by the Board of Directors, House of Delegates or Chartered Affiliates and submit its recommendations to the proponent.

1. Review Chartered Affiliate bylaws according to the established staggered schedule in which all are reviewed every 5 years for compliance with the AARC bylaws.
 - a. Affiliate bylaws will only be reviewed to not be in conflict with AARC bylaws (acid test).
 1. Affiliate Bylaws will be considered in conflict with the AARC bylaws if non-AARC members are allowed to vote and/or hold a voting position on the Affiliate's Board of Directors.
 2. Affiliate Bylaws will be considered in conflict if Active members of the Chartered Affiliate are not Active members of the AARC.
2. Report which state's Bylaws have been accepted or rejected to the Board of Directors.

Measurable Outcomes

1. Complete the amendment process and develop a list of considerations for the next revision.
2. Track missed opportunities to modify bylaws for consideration beginning 2019 and develop an action plan.

Chair:

Brian Cayko, MBA, RRT

Chair-elect:

Lori Shoman, RRT

2019-2020 Past President:

Brian Walsh, PhD, RRT, RRT-NPS, RPFT, FAARC (2019-2020)

Members: (2-year terms: elected by the HOD: total of 5 people)

Joseph Goss, MSc, RRT, RRT-NPS, AE-C (2018-?)

(HOD rep)?

BOD Liaison: Cheryl Hoerr, MBA, RRT, FAARC 2019-2020 VP/Internal Affairs

AARC Staff: Tim Myers, MBA, RRT-NPS, FAARC

Elections Committee

Horizon Goal Alignment:

Communications/Marketing:

- ***AARC consistently delivers the right message, to the right audience, at the right time, through the right channel.***

1. Identify all key stakeholders and create targeted messaging for each audience.

Membership

- **AARC has an engaged, diverse membership comprised of a majority of respiratory therapists.**

With the following Objectives.

1. Screen candidates nominated for director, officer and section positions.
2. Report the slate of nominees to the Board of Directors and House of Delegates by June 1.
3. The Elections Committee shall forward a roster of all nominees for the AARC Board of Directors to the current President, which would include all personal contact information for those individuals (i.e., e-mail, work address, work phone, etc.) for consideration in the committee appointment process.
4. Responsible for preparing, distributing, receiving, and verifying all ballots at least 60 days prior to the Annual Business Meeting and according to the Bylaws.
5. Evaluate the nomination process and make recommendation of how to increase our leadership pipeline.

Measurable Outcomes:

1. Provide at least 2 qualified candidates for each open position.
2. Successful election process.
3. Provide improvements to our leadership pipeline to address some of the opportunities found within the current slate.

Chair:

Jim Lanoha, RRT, FAARC

Chair-elect:

? HOD election

Members: (3 -year term, total of 5 members)

Brian Walsh, PhD, RRT, RRT-NPS, FAARC– Past President (2019-2020)

? Ed Borza, BA, RRT, RRT-NPS, CPFT (HOD)

? Kevin Fischer

BOD Liaison: Jaclyn Grimbail, MA, RRT, FAARC

AARC Staff: Tim Myers, MBA, RRT-NPS, FAARC

Executive Committee

Horizon Goal Alignment:

Communication/Marketing

- ***AARC consistently delivers the right message, to the right audience, at the right time, through the right channel***
 1. AARC board Actions will be communicated to the membership after each board meeting to ensure they are aware of actions being taken on behalf of them and the profession.

With the following objectives:

1. Act for the Board of Directors between meetings of the Board on all relevant matters as necessary.
2. Approve membership surveys by appropriate methods.
3. Meet monthly to discuss the business of the organization between BOD meetings.
4. Assist with strategic planning.

Measurable Outcomes:

1. Improved communication between Executive Committee, Executive Office and BOD as evident by improve efficiency within the yearly evaluations.
2. Improved responsiveness of the Executive leadership to critical needs of the organization as evidenced by progress on horizon goals

Chair:

Karen Schell, DHSc, RRT
President (2019-2020)

Members:

Brian Walsh, PhD, RRT, RRT-NPS, FAARC **2019-2020 Past President**
Sherry Toole **BSRT, RRT, RRT-NPS, AE-C, FAARC 2019-2020, VP Internal Affairs**
Cheryl Hoerr, **MBA, RRT, FAARC2019-2020, VP External Affairs**
Lynda Goodfellow **EdD, RRT, FAARC 2019-2020 Secretary/Treasurer**
TBA, **2020 President-Elect**

AARC Staff: Tom Kallstrom, MBA, RRT, FAARC

Finance Committee

Horizon Goal Alignment:

Revenue and Finance

- ***The AARC produces ample revenues from diverse sources, which are managed to the highest standards.***
 1. Secure new sources of revenue, consistent with mission, that supplements education, sponsorship, and membership for the majority of income.
 2. Participate with partners to mutually increase profitability, such as combining educational meetings and sharing revenue.
 3. Seek additional funding opportunities that engage the membership's and publics' interest to align with the mission and vision.

With the following objectives:

1. Submit for approval the annual budget to the House of Delegates and the Board of Directors.
2. In conjunction with the Executive Office, identify a financial expert to be appointed by the President and ratified by the BOD in time for the yearly audit process.

Measurable Outcomes

1. Successful presentation and approval of the annual budget.
2. Work within approved budget guidelines.
3. Successful appointment of a financial expert.

Chair:

Karen Schell (2019-2020) President

Members:

Brian Walsh, PhD, RRT, RRT-NPS, FAARC **2019-2020 Past President**

Cheryl Hoerr, MBA, RRT, FAARC**2019-2020 VP Internal Affairs**

Sherry Toole, BSRT, RRT, RRT-NPS, AE-C, FAARC**2019-2020 VP External Affairs**

Lynda Goodfellow EdD, RRT, FAARC **2019-2020 Secretary/Treasurer**

TBA, **2020 President-Elect**

?2019-2020 HOD Speaker-elect

?2019-2020 HOD Treasurer

AARC Staff: A. Morton, AARC accountant

Audit Subcommittee

Horizon Goal Alignment:

Revenue and Finance

- *The AARC produces ample revenues from diverse sources, which are managed to the highest standards.*
- 1. Secure new sources of revenue, consistent with mission, that supplements education, sponsorship, and membership as the majority of income.
- 2. Participate with partners to mutually increase profitability.

With the following objectives:

1. Monitor the financial affairs of the association in cooperation with external independent auditors.

Measurable outcomes:

1. Report the condition of the financial affairs of the Association after the annual audit.
2. Alert if applicable the BOD of large variances or inconsistent accounting practices after the annual audit.

Chair: ?, 2019 HOD Speaker-elect

Members:

Sherry Tooley, BSRT, RRT, RRT-NPS, AEC, FAARC **2019-2020 Executive Committee member**

Lynda Goodfellow, EdD, RRT, FAARC **2019-2020 Secretary/Treasurer (non-voting)**

?, 2019-2020 HOD Treasurer

Consultant: John Walton – jwalton0@gsb.uchicago.edu 708-205-1906

AARC Staff: A, Morton, AARC accountant

Judicial Committee

Horizon Goal Alignment:

Membership

- ***AARC has an engaged, diverse membership comprised of a majority of respiratory therapists.***

1. Create and communicate the value of AARC membership to each community of interest

With the following objectives.

1. Create a user-friendly reporting system to improve the evaluation of judicial issues.
2. Review membership challenges, or complaints against any member charged with any violation of the Association's Articles of Incorporation, bylaws, standing rules, code of ethics, or other rules, regulations, policies or procedures adopted, or any conduct deemed detrimental to the Association.
3. Conduct all such reviews in accordance with established policies and procedures.
4. Determine whether a complaint requires further action.
5. Review and assist the Executive Office in developing a comprehensive and electronic process for disclosure of potential conflict for the BOD, HOD and AARC sponsored conferences.

Measurable outcomes:

1. Report the number of times the website/process was accessed (electronic tracking)
2. Development of recommendations to judicial violations.
3. Report to the BOD an evaluation of the membership who are in good standing or on probation for violations.

Chair:

Anthony Dewitt, JD, RRT, FAARC

Members: (2-year terms, at least 4 members)

Donald Holt, BS, RRT, CPFT

Kathy Deakins, MSHA, RRT, RRT-NPS, FAARC

Tim Op't Holt, EdD, RRT, FAARC

Dan Conyers, MBA, RRT, FAARC

BOD Liaison: Lynda Goodfellow, EdD, RRT

AARC Staff: Tom Kallstrom, MBA, RRT, FAARC

Program Committee

Horizon Goal Alignment:

Education/Professional Development

- ***The AARC offers engaging, valuable professional education that advances the professional practice of respiratory therapy.***
- 1. The AARC will explore innovative ways to educate the workforce that continually increases the level of competency within the profession.
- 2. Increase the educational level within the profession.
- 3. Provide education on acute, chronic and co-morbid conditions related to cardiopulmonary health.

Horizon Goal Alignment:

Events/Meetings

- ***The AARC is recognized as the #1 provider of engaging, high-quality/world-class educational and research conferences that attract respiratory therapists and inter-professional audiences.***
- 1. Prepare the annual International Congress, Summer Forum, and other approved seminars and conferences.
- 2. Include topics at the Summer Forum and International Congress to increase participation by other disciplines.
- 3. AARC positions the educational and research conferences in locations that attract practicing RTs, locally, nationally, and globally to support development of best practices and research of the field of respiratory care with approval of locations by the BOD.

With the following objectives:

1. Prepare the annual International Congress and Summer Forum, including content that is aligned with Horizon Goals.
2. Evaluate effectiveness and success of said programs.
3. Recommend sites for future meetings.
4. Solicit programming from members that meets the membership needs.

Measurable outcomes:

1. Number of first-time attendee and speakers.
2. CEUs distribution.
3. Number of topics and presentations in each category.
4. Meeting locations and dates.

Chair:

Sara Varekojis, PhD, RRT,

Past Chair:

Tom Lamphere, BS, RRT, FAARC

Members:

Kim Wiles, BS, RRT, CPFT

Dana Evans, MHA, RRT, RRT-NPS

Kim Bennion, MHS, RRT

Richard Branson, MS, RRT, FAARC (consultant)

Brady Scott, MS, RRT, RRT-ACCS, AE-C

BOD Liaison: Lisa Trujillo, DHSc, RRT

AARC Staff: Doug Laher, MBA, RRT, FAARC , Anissa Buchanan

New Governance Structure and will be implemented for the committee in 2019

- Committee members: 2-year term
- Chair-elect: 1-year term
- Chair: 2-year term
- Past Chair – 1-year term

2019 Sputum Bowl Committee (to be appointed after the Program Comm. meets 01/2019)

Measurable Outcomes:

Chair:

Members:

AARC Staff: Doug Laher, MBA, RRT, FAARC

Strategic Planning Committee

Horizon Goal Alignment:

Advocacy

- *Respiratory care provided by respiratory therapists is recognized and supported in all healthcare settings.*

Communications/marketing

- *AARC consistently delivers the right message, to the right audience, at the right time, through the right channel.*

Education/professional development

- *AARC offers engaging, valuable professional education that advances the professional practice of respiratory therapy.*

Events/Meetings

- *The AARC is recognized as the #1 provider of engaging, high-quality/world-class educational and research conferences that attract respiratory therapists and inter-professional audiences.*

Membership

- *AARC has an engaged, diverse membership comprised of a majority of respiratory therapists.*

Revenue and Finance

- *The AARC produces ample revenues from diverse sources, which are managed to the highest standards.*

With the following objectives:

1. Review the Strategic Plan (including strategies and tactics), report progress, and make recommendations to the Board for revisions or adjustments in the plan at the **Spring 2019** Board of Directors Meeting.
2. Create a dashboard to report progress on the plan to the Board of Directors the future direction to comply with the Strategic Plan.

Measurable outcomes:

1. Monthly updates to the Executive Committee
2. Updated Strategic Plan as strategies and tactics are developed
3. Report to the board current committee and executive offices tactics
4. Report the outcomes

Chair:

2019-2020 - Past President

Brain Walsh, PhD, RRT, RRT-NPS, RRT-ACCS, AE-C, RPFT, FAARC

Members: (2 -year terms for all members)

2019-2020 HOD Speaker-elect ?

2019-2020 - Past HOD Speaker

Keith Seigel, MS, RRT

2019-2020 President

Karen Schell, DHSc, RRT, RPFT, RRT-NPS, RPSGT, RRT-SDS, AE-C, CTTS

External Member

Garry Kauffman, MPA, RRT, FAARC

AARC Staff: Tom Kallstrom, MBA, RRT, FAARC

Specialty Section Index

	Page
<u>Section Charges</u>	15-16
<u>Adult Acute Care</u>	17
<u>Diagnostics</u>	17
<u>Education</u>	17
<u>Management</u>	17
<u>Neonatal-Pediatrics</u>	17-18
<u>Sleep Section</u>	18
<u>Surface and Air Transport</u>	18

2019 Specialty Section Charges

**Fulfill the Mission and Vision of the AARC as stated in the Bylaws
with the ratified Horizon Goals**

The American Association for Respiratory Care (AARC) will continue to be the leading national and international professional association for respiratory care.

The AARC will encourage and promote professional excellence, advance the science and practice of respiratory care, and serve as an advocate for patients, their families, the public, the profession and the respiratory therapist.

Proposed New Mission Statement (for vote by membership in 2019)

The AARC is the leading national and international professional association creating the best environment for respiratory therapists.

Proposed New Vision Statement (for vote by membership in 2019)

Creating the best possible environment for respiratory therapists.

Horizon Goal Alignment:

Communications/marketing

- ***AARC consistently delivers the right message, to the right audience, at the right time***

Education/professional development.

- ***AARC offers engaging, valuable professional education that advances the professional practice of respiratory therapy.***

Membership:

- ***AARC has engaged, diverse membership comprised of a majority of respiratory therapists.***

With the following objectives:

1. First and foremost, advocate for your section members utilizing the BOD reporting and recommendation process.
2. Create section specific measures of success and present to the board through the V.P. **quarterly** reporting method and spring, summer, and fall BOD meetings.
3. Provide proposals for programs at the International Respiratory Congress and Summer Forum to the Program Committee to address the needs of your specialty section's members. Proposals must be received by the deadline in January. (keep an ongoing list throughout the year and encourage submissions from your membership through AARConnect on a regular basis)
4. The section chairperson is responsible for arranging or leading a quarterly engagement activity for their section membership and reported to their VP. This engagement activity may include, but not limited to:
 - online section meeting,
 - journal discussions,

- initiation of discussions on AARConnect,
 - posting of key materials to the AARConnect libraries,
 - AARC webpages, or
 - highlighting AARC resources to members through social media.
 - Enhance communication with and from section membership through the section's AARConnect
5. Jointly with the executive office, undertake efforts to demonstrate value of section membership, thus encouraging membership growth.
 6. Solicit names for specialty practitioner of the year and submit the award recipient in time for presentation at the Annual Awards Ceremony at the International Congress.
 7. Identify, cultivate, and mentor new section leadership.
 8. Review and refine information on your section's web page and provide timely responses to requests for information from AARC members.
 9. Encourage networking and the use of AARC resources that promotes the art and science of Respiratory Care:
 - AARConnect library,
 - swap shop,
 - and listserve
 10. Review all materials posted in the AARC Connect library or swap shops for their continued relevance. Provide a calendar of when the reviews will occur and report to VP
 11. Share best practice with fellow section chairs to improve value or membership participation.
 12. Review the membership and the offering of the sections and make recommendations to the Board for areas of improvement.
 13. Survey the membership to identify the next evidenced based CPG to be developed.

Measurable Outcomes:

1. Quarterly reports to VP
2. Spring, Summer, Winter reports to BOD addressing the above 12 objectives
3. List of proposals to Program Committee

Adult Acute Care Section*(Board Seat)

Additional Charges:

1.

2018 -2020 Chair:

Carl Hinkson, MS, RRT, RRT-NPS, FAARC

Chair-elect (2020):

?

BOMA (Medical Advisor): Peter Papadakos MD

AARC Staff: Doug Laher, MBA, RRT, FAARC

Diagnostics Section

Additional Charges:

1.

2019-2021? Chair:

Katrina Haynes, MHA, RRT, RPFT

Chair-elect (2020):

?

BOMA (Medical Advisor): Dr. Mark Yoder

BOD Liaison:

AARC Staff: Tim Myers, MBA, RRT-NPS, FAARC

Education Section*(Board Seat)

Additional Charges:

1.

2018-2020 Chair:

Georgianna Sergakis, PhD, RRT, FAARC

Chair-elect (2020):

?

Medical Advisor: Russ Acevedo, MD

AARC Staff: Shawna Strickland, PhD, RRT, RRT-ACCS, RRT-NPS, AE-C, FAARC

Management Section* (Board Seat)

Additional Charges:

1.

2019-2020 Chair:

Kim Bennion, MHS, RRT

Chair-elect (2020):

Medical Advisor: Dr. Robert Aranson

AARC Staff: Doug Laher, MBA, RRT, FAARC

Neonatal-Pediatrics Section* (Board Seat)

Additional Charges:

1.

2019 Chair:

Chair-Elect (2019):

Steve Sittig, RRT, RRT-NPS, C-NPT, FAARC
NPS, FAARC

Bradley Kuch, MHA, RRT, RRT-

Medical Advisor: Ira Cheifetz, MD

AARC Staff: Tim Myers, MBA, RRT-NPS, FAARC

Post- Acute Care

Additional Charges:

1.

2019 Chair:

Adam Mullaly, BSRT, RRT, AE-C

Chair-Elect (2019-2020)

?

Medical Advisor: Dr. Terrance Carey

BOD Liaison:

AARC Staff: Shawna Strickland, PhD, RRT, RRT-ACCS, RRT-NPS, AE-C, FAARC

Sleep Specialty Section

Additional Charges:

1.

2019 Chair/Chair-Elect (2019):

Jessica Schweller, MS, RRT, RRT-SDS, APRN-

Medical Advisor: Dr. Paul Selecky MD

BOD Liaison:

AARC Staff: Tim Myers, MBA, RRT-NPS, FAARC

Surface & Air Transport Section

Additional Charge:

1,

2019-2020 Chair:

Olivia L. Jenkins, BHS, RRT, RRT- NPS

Chair-Elect (2020):

Medical Advisor: Dr. Robert Aranson, MD

BOD Liaison:

AARC Staff: Shawna Strickland, PhD, RRT, RRT-ACCS, RRT-NPS, AE-C, FAARC

* = Board Seat

Special Committees Index

	Page
<u>AARC Fellowship Committee</u>	20
<u>Vision Grant Committee</u>	221
<u>Benchmarking Committee</u>	22
<u>Billing Codes Committee</u>	23
<u>Government Affairs Committee</u>	24
<u>Political Action Committee</u>	25
<u>International Committee</u>	26-27
<u>Membership Committee</u>	28
<u>Position Statement and Issue Paper Committee</u>	29
<u>Virtual Museum Committee</u>	30
<u>Diversity Committee</u>	31

AARC Fellowship Committee

Horizon Goal Alignment:

Communication/Marketing

- ***AARC consistently delivers the right message, to the right audience, at the right time, through the right channel***
- 1. Identify all key stakeholders and create focused messaging that communicates the value of respiratory therapists and respiratory therapy leadership
- 2. The AARC will market the value of the respiratory therapist to clients and other healthcare professions both nationally and internationally.

Membership

- ***AARC has an engaged, diverse membership comprised of a majority of respiratory therapists.***
- 1. Create and communicate the value of AARC membership to each community of interest.

With the following objectives:

1. Review applications of nominees for AARC Fellow Recognition (FAARC).
2. Select individuals who will receive the AARC Fellow recognition prior to the International Respiratory Care Congress.
3. Develop/improve an objective rubric for review of applications and use to shadow process for 2019 to implement in 2020.
4. Provide a webcast with the Executive office to review the application? Evaluation? process with the AARC membership.
5. Mentor committee members for future chair position.

Measurable outcomes:

1. Number of qualified submissions each year.
2. New fellows presented each year.
3. Scoring rubric developed and summary of pilot test (shadow results)

Chair 2019-2020:

Frank Salvatore, MBA, RRT, FAARC

Members:

Dean Hess, PhD, RRT, FAARC

John D. Hiser, MEd, RRT, CPFT, FAARC

Trudy Watson, BS, RRT, FAARC

Caroline Williams, BS, RRT, FAARC

Denise Johnson, MHS, RRT, FAARC

BOD Liaison:

AARC Staff: Tom Kallstrom, MBA, RRT, FAARC

Vision Grant Committee

Horizon Goal Alignment:

Education/professional development

- ***AARC offers engaging, valuable professional education that advances the professional practice of respiratory care.***

1. The AARC will explore innovative ways to educate the workforce that continually increases the level of competency within the profession

Communication/marketing

- **AARC consistently delivers the right message, to the right audience, at the right time, through the right channel.**

1. Provide research-based outcomes information to consumers on higher mortality and lower costs when RTs are involved in care.

With the following objectives:

2. Review the application process and recommend changes as needed to the AARC BOD
3. Provide a call for applications
4. Maintain funding mechanism that produces published results.

Measurable outcomes:

1. Awarded grants align with horizon goals
2. Progress on current awardees

Chair 2019- 2020

Lynda Goodfellow, EdD, RRT, FAARC

Members:

Gerogianna Sergakis, PhD, RRT, FAARC

Greg Ruppell, MEd, RRT, RPFT, FAARC

AARC Staff: Tim Myers/Shawna Strickland

Benchmarking Committee

Horizon Goal Alignment:

Advocacy:

- ***Respiratory therapy provided by respiratory therapists is recognized and supported in all healthcare settings***
- 1. Respiratory therapists will be recognized for providing the highest quality and the safest care for cardiopulmonary chronic conditions by demonstrating cost-effective clinical outcomes.
- 2. Respiratory therapists will collaborate with other organizations that have like values and issues that work to improve the health of the communities they represent to be able to bring value to their members.

With the following objectives:

1. Investigate, through client feedback, what other outcomes are important to compare and the feasibility of incorporating them into the program.
2. Determine the feasibility of developing and incorporating product improvements into the system, including the review and updating of all sections and the use of industry consistent terminology.
3. Determine a scale and implement a patient value assessment for each procedure.
4. Investigate the possible adoption of AARC Benchmarking standards to accreditation (The Joint Commission) or regulatory bodies such as CMS.
5. Explore joining forces with other benchmarking agencies who also have standards for respiratory care practices.
6. Explore making the AARC benchmarking a benefit of management section membership.

Measurable outcomes:

1. Sales of benchmarking product.
2. Improved distribution of benchmarking data that promotes best professional practice.

Chair:

Chuck Menders, BA, RRT, AE-C

Members:

Tom Berlin, DHSc, MSc, RRT

Richard Ford, BS, RRT, FAARC?

Cheryl Hoerr, MBA, RRT, FAARC

Garry Kauffman, MPA, RRT, FAARC

Board Liaison:

AARC Staff: Tim Myers

Billing Codes Committee

Horizon Goal Alignment:

Advocacy:

- ***Respiratory Therapy provided by respiratory therapists is recognized and supported in all healthcare settings.***
- 1. Provide legislators with supporting research data promoting efficient, cost effective and quality care when utilizing a respiratory therapist to control unnecessary care.
- 2. Respiratory therapists will collaborate with other organizations that have like values and issues that work to improve the health of the communities they represent to be able to bring value to their members.

With the following objectives:

1. Recommend new AMA CPT respiratory care and pulmonary function related codes as needed and assist with coding proposals
2. Maintain a repository for current respiratory care and pulmonary function codes.
1. Serve as a coding resource for members.
2. Monitor the Billing Codes list serve postings.
3. Review and update the AARC coding sources such as Coding Resources on aarc.org and the Uniform Reporting Manual.

Measurable outcomes:

1. Yearly updates to coding changes on the resource page.
2. Submit coding proposals as needed.

Chair:

Susan Rinaldo-Gallo, MEd, RRT, FAARC

Members:

Becky Anderson, RRT

BOD Liaison:?

AARC Staff: Anne Marie Hummel

Advocacy and Government Affairs Committee

Horizon Goal Alignment:

Advocacy:

- ***Respiratory therapy provided by respiratory therapists is recognized and supported in all healthcare settings.***
 1. Provide legislators with supporting research data promoting efficient, cost effective and quality care when utilizing respiratory therapist to control unnecessary care.
 2. Respiratory therapists will advocate locally, nationally, and globally on issues facing our patients, our practice, and our members.

With the following objectives:

1. Find ways to gain support for the Telehealth bill (Pilot Project bill and other bills as dictated by the annual legislative program.
2. Assist the state societies with legislative and regulatory challenges and opportunities as these arise. Over the next two years provide assistance to all states that begin moving toward RRT and/or BS entry for therapists seeking a new state license.
3. Work with PACT coordinators and the HOD to establish in each state a communication network that reaches to the individual hospital level for the purpose of quickly and effectively activating grassroots support for all AARC political initiatives on behalf of quality patient care.
4. Oversee the virtual lobby week and/or any calls to action that come up over the year.
5. Assign committee members specific states to act as liaisons toward and ensure the members communicate with their liaison state during active committee work periods.
6. Assist in coordination of consumer supporters.

Measurable outcomes:

1. Increase by 20% the number of co-signers of the Telehealth bill.
2. Produce 10% more emails sent to Capitol Hill this virtual lobbying week.

Chair (Lead): (to mentor co-chair)

Frank Salvatore, MBA, RRT, FAARC

Co-Chair:

Members:

Carrie Bourassa, RRT

John Campbell, MA, RRT, RRT-NPS

Joseph Goss BS, RRT, RRT-NPS, AE-C

Natalie Napolitano, MPH, RTT, RRT-NPS, FAARC

Keith Siegel, MBA, RRT, CPFT

Gary Wickman, BA, RRT, FAARC

Mike Madison, MBA, RRT

Kim Bennion, MHS, RRT

BOD Liaison:

AARC Staff: Ann Marie Hummel

Political Action Committee (AARCPAC)

Horizon Goal Alignment:

Advocacy:

- ***Respiratory Therapy provided by Respiratory Therapists is recognized and supported in all healthcare settings.***

1. Respiratory Therapists will advocate locally, nationally, and globally on issues facing our patients, our practice, and our members.

With the following objectives:

1. Continue to seek funds from the membership and provide funds for use in political support of our advocacy efforts.
2. Develop a plan for promoting State Affiliate donation to the PAC.
3. Increase awareness of the Political Action Committee.

Measurable outcomes:

1. Report amount of funds raised
2. Report where funds were spent

Chair:

Gail Varcelotti, BS, RRT

BOD Liaison:

AARC Staff: Anne Marie Hummel

International Committee

Horizon Goal Alignment:

Advocacy:

- ***Respiratory therapists will advocate locally, nationally, and globally on issues facing our patients, our practice, and our members.***

1. Respiratory Therapists will collaborate with other organizations that have like values and issues that work to improve the health of the communities they represent to be able to bring value to their members

Communications/marketing

- **AARC consistently delivers the right message, to the right audience, at the right time, through the right channel.**

1. The AARC will market the value of the respiratory therapists to clients and other healthcare professions both nationally and internationally

Events/meetings

- ***The AARC is recognized as the #1 provider of engaging, high-quality/world-class educational and research conferences that attract respiratory therapists and inter-professional audiences.***

2. The AARC will explore way to increase domestic and international conference attendees annually.

With the following objectives:

1. Coordinate, market and administer the International Fellowship Program.
2. Collaborate with the Program Committee and the International Respiratory Care Council to plan and present the international functions of the Congress.
3. Strengthen AARC Fellow Alumni connections through communications and targeted activities.
4. Coordinate and serve as a clearinghouse for all international activities and requests.
5. Continue collegial interaction with existing International Affiliates to increase our international visibility and partnerships.
6. Continue to work in collaboration with the AARC, ARCF and the ICRC on all international initiatives and goals.

Measurable outcomes:

1. Work to increase number of international fellows as funding becomes available.
2. Focus on the development of collaborative educational programs, guidelines, recommendations or position statements.
3. Track and publish in the AARC Times international initiatives (minimum quarterly)

Chair:

John D Hiser MEd RRT CPFT

Co-Chair: Daniel Rowley, BS, RRT, RRT-NPS RPFT

Members:

Arzu Ari, PhD, RRT, PT, CPFT, FAARC
Vijay Deshpande, MS, RRT
Ed Coombs, MA, RRT, RRT-NPS, RRT-ACCS, FAARC
Lisa Trujillo, DHSc, RRT
Mike Davis, RRT?
BOD Liaison:
AARC Staff: Tom Kallstrom

Membership Committee
Horizon Goal Alignment:
Membership:

- ***AARC has engaged, diverse membership comprised of a majority of respiratory therapists.***
 1. Create and communicate the value of AARC membership to each community of interest.
 2. Develop a recruiting campaign to engage people from underrepresented populations to enter the respiratory therapy profession.
 3. Engage and increase involvement of AARC members through a variety of media, promotional and individual strategies as a mechanism to increase membership.

With the following objectives:

1. Increase the membership 5% each year.
2. Develop strategies for members to engage with HOSA programs within their state to recruit volunteers from under represented populations
3. Encourage underrepresented populations to join the AARC.
4. Identify and evaluate methods to recruit respiratory therapy students as ACTIVE members of the AARC. (Mentor program)

Measurable outcomes:

1. Membership - # of members, # non-members engaged with HOSA programs
2. Effectiveness of current and new recruitment strategies.
3. Attrition rate of members and report to the board.
4. Percentage of underrepresented populations that enroll in entry-level programs and join AARC.

Chair:

Jennifer Anderson, EdD, RRT,

Members:

Laura Hartman, BS, RRT, RRT-NPS, RRT-ACCS
Jeff Anderson, RRT

Larry Stein, BSRT, RRT

Dennis Guillot, PhD, RRT
Mandy De Vries

BOD Liaison:

AARC Staff: Shawna Strickland/Amanda Feil

Cheryl Skinner, MSCLR, RRT, CPFT
Karsten Roberts, MSCLR, RRT,
RRT-NPS, RRT-ACCS, FAARC
Jeff Davis, BS, RRT
Michelle Pedicone, S, RRT-NPS
Sharon Armstead, BS, RRT
Kaitlyn Cannon, BSRC, RRT-NPS

Position Statement and Issue Papers Committee

Horizon Goal Alignment:

Communications/marketing

- ***AARC consistently delivers the right message, to the right audience, at the right time, through the right channel.***

1. Identify all key stakeholders and create focused messaging that communicates the value of respiratory therapists and respiratory therapy leadership

With the following objectives:

1. Keep current and update all position statement and issue papers to meet the Policy CT.008 requirements.
2. Provide updates to the Spring, summer and annual meetings on the progress of meeting the policy requirements.
3. Provide recommendations to the BOD regarding new position statements or issue papers.

Measurable outcomes:

1. Percentage of position statements and issue papers that were reviewed on schedule.
2. Number of new position statements or issue papers developed and retired.
3. Position statements and issue papers status matches information posted on AARC website.

Chair:

?

Members:

Joe Goss, MSJ, RRT, RRT-NPS, AE-C

Joyce Baker, MBA, RRT, RRT-NPS, AE-C

Kim Wiles, BS, RRT, CPFT

Denise Johnson, MA, RRT, FAARC

Joel Brown, BSRT, RRT, FAARC

BOD Liaison:

AARC Staff: Doug Laher

Virtual Museum Committee

Horizon Goal Alignment

Communication/marketing

- ***AARC consistently delivers the right message, to the right audience, at the right time, through the right channel.***
 1. Identify all key stakeholders and create focused messaging that communicates the value of respiratory therapists and respiratory therapy leadership.
 2. Develop/participate in public service announcements, television advertisements, and billboards with partners to promote the practice of respiratory therapists and inform the public of the role of respiratory therapist in disease management and health promotion.

Membership:

- ***AARC has engaged, diverse membership comprised of a majority of respiratory therapists***
 1. Create and communicate the value of AARC membership each community of interest.

With the following objectives:

1. To expand the exhibits for the virtual museum.
2. Divide committee members into teams to develop one or more specific exhibits.
 - a. Each team will be responsible for:
 - i. Determining the content to be included in the assigned exhibit's gallery.
 - ii. Identifying and selecting relevant images for the gallery.
 - iii. Developing descriptions for each selected image.
 - iv. Citing the source for each image.
 - v. Complying with project deadlines.
3. Devise a plan to publicly launch exhibits with a story via appropriate media in conjunction with the Executive Office as they are completed.
4. Develop and improve the process for selection of Legends for the Virtual Museum
5. Brainstorm and develop ideas to increase photo submissions for future galleries

Measurable outcomes:

1. Number of exhibits launched per year.
2. Number of people contributing items to the exhibit

Chair:

Trudy Watson, BS, RRT, FAARC

Members:

Gayle Carr, RRT, CPFT

Dianne Lewis, MS, RRT, FAARC

Colleen Schabacker, BA, RRT, FAARC

Felix Khusid, BS, RRT, RRT-NPS, RRT-ACCS, RPFT

Dr. Robert Aranson?

BOD Liaison:

AARC Staff Liaison: Tom Kallstrom

Committee on Diversity

Horizon Goal Alignment

Communications/marketing:

- ***AARC consistently delivers the right message, to the right audience, at the right time, through the right channel***

1. Identify all key stakeholders and create focused messaging that communicates the value of respiratory therapists and respiratory therapy leadership

With the following objectives:

1. Develop a program/toolkit that can be used by the state affiliates and AARC Board to bring diversity into the leadership and membership of the profession.
2. Create a Diversity webinar for AARC University.
3. Develop a speaker's bureau for the AARC to make available to state/affiliate meetings.
4. Research and compile a comprehensive list of related links and resources on diversity in health care for inclusion on the AARC web site, including:
 - Cultural diversity
 - Workforce diversity
 - Gender equity
 - LGBT health
 - Health literacy
 - Disparities in healthcare
 - Case studies in cultural competence

Measurable outcomes:

1. Items added to or revised on the AARC diversity web page
2. Programs or products created

Co-Chairs:

Crystal Dunlevy, EdD, RRT, RCP

Jakki Grimball, MA, RRT, AE-C

Committee Members:

Joseph Buhain, EdD, RRT, FAARC

Miguel Muniz, BS

Daniel Rowley, MSc, RRT, RRT-ACCS, FAARC

Edgar Mercado, BA, CRT

Mikki Thompson, MS, RRT, FAARC

Joel Brown, BSRT, RRT, FAARC

Gabrielle Davis MPH, RRT, RRT-ACCS, NPS, TTS?

BOD Liaison:

AARC Staff: Doug Laher/Shawna Strickland

Special Representatives Index

	Page
<u>Charges to Special Representatives</u>	33-34
<u>AMA CPT Health Care Professional Advisory Committee</u>	34
<u>American Association of Cardiovascular & Pulmonary Rehab</u>	34
<u>American Heart Association</u>	34
<u>CFF</u>	34
<u>Chartered Affiliate Consultant</u>	34
<u>CoBGRTE</u>	34
<u>Commission on Accreditation of Medical Transport Systems</u>	34
<u>COPD</u>	34
<u>Extracorporeal Life Support Organization</u>	34
<u>International Council for Respiratory Care</u>	34
Interprofessional Education Collaboration	34
<u>The Joint Commission</u>	34
<u>National Association for Advisors of Health Professions (NAAHP)</u>	35
<u>National Asthma Education & Prevention Program</u>	35
<u>Neonatal Resuscitation Program</u>	35
<u>Society for Airway Management</u>	35

2019 Special Representatives Charges

Fulfill the Mission and Vision of the AARC as stated in the Bylaws with the ratified Horizon Goals

The American Association for Respiratory Care (AARC will continue to be the leading national and international professional association for respiratory care.

The AARC will encourage and promote professional excellence, advance the science and practice of respiratory care, and serve as an advocate for patients, their families, the public, the profession and the respiratory therapist.

Proposed New Mission Statement (for vote by membership in 2019)

The AARC is the leading national and international professional association creating the best environment for respiratory therapists.

Proposed New Vision Statement (for vote by membership in 2019)

Creating the best possible environment for respiratory therapists.

Horizon Goals Alignment:

Advocacy:

- ***Respiratory therapy provided by respiratory therapists is recognized and supported in all healthcare settings.***
- 1. Respiratory Therapist will advocate locally, nationally, and globally on issues facing our patients, our practice, and our members.
- 2. Respiratory Therapists will collaborate with other organizations that have like values and issues that work to improve the health of the communities they represent to be able to bring value to their members.

Communications/marketing

- **AARC consistently delivers the right message, to the right audience, at the right time**
- 1. Identify all key stakeholders and create focused messaging that communicates the value of respiratory therapists and respiratory therapy leadership.
- 2. The AARC will market the value of the respiratory therapist to clients and other healthcare professions both nationally and internationally.

Membership:

1. AARC has an engaged, diverse membership comprised of a majority of respiratory therapists.

With the following objectives:

1. When required, attend conference calls, webinars and/or meetings of your designated organization .
2. Provide a written

report at the next AARC Board Meeting summarizing the items discussed and/or provide minutes of the meeting to document participation and action items needed by the AARC Special representative and/or organization.

3. File expense reports to the AARC within 30 days of expenses being incurred if not covered by the supporting organization.

Measurable outcomes:

AMA CPT Health Care Professional Advisory Committee

Susan Rinaldo Gallo, MEd, RRT

American Association of Cardiovascular & Pulmonary Rehab

Gerilynn Connors, BS, RRT, FAARC

American Heart Association

Brain Walsh, PhD, RRT, RRT-NPS, RRT-ACCS, AE-C, RPFT, FAARC

Cystic Fibrosis Foundation

Dave Burnett, PhD, RRT, AE-C ?

Chartered Affiliate Consultant

Garry W. Kauffman, MPA, FACHE, RRT, FAARC

CoBGRTE

Gary Wickman, MSCL, RRT

COPD

Mike Hess, BS, RRT, RPFT?

Commission on Accreditation of Medical Transport Systems

Steven Sittig, RRT, RRT-NPS, C-NPT, FAARC

Extracorporeal Life Support Organization (ELSO)

Bradley Kuch, RRT, RRT-NPS, FAARC

International Council for Respiratory Care (ICRC)

Governor – United States

Jerome Sullivan, PhD, RRT, FAARC

Lisa Trujillo, DHSc, RRT

National Association for Advisors of Health Professions (NAAHP)

?

National Asthma Education & Prevention Program

Dave Burnett, PhD, RRT, AE-C

Neonatal Resuscitation Program

John Gallagher, RRT, RRT-NPS

Society for Airway Management

Monique Steffani, RRT, RRT-NPS, RRT-ACCS

AD Hoc Committee Index

	Page
<u>Ad Hoc Committee on Advanced Respiratory Therapy Practices, Credentialing and Education</u>	37-38
<u>Ad Hoc Committee on AS to BS degree</u>	39
<u>Ad Hoc Committee on Career Pathways</u>	40

Ad Hoc Committee on Advanced Respiratory Therapy Practices, Credentialing and Education

Horizon Goal Alignment:

Advocacy:

- **Respiratory Therapy provided by Respiratory Therapists is recognized and supported in all healthcare settings**
- 1. Respiratory Therapist will collaborate with other organizations that have alike values and issues that work to improve the health of communities they represent to be able to bring value to their members.

Communications/marketing:

- **AARC consistently delivers the right message, to the right audience, at the right time**
- 1. Provide research-based outcomes information to consumers on higher morality and lower costs when RTs are involved in care.
- 2. The AARC will market the value of the Respiratory Therapist to clients and other healthcare professions both nationally and internationally.

With the following Objectives:

1. Evaluate completed needs assessment to determine appropriate next steps.
2. Clearly define the pros and cons of both an “incident to” and a direct billing approach related to advance practice provider reimbursement and provide information that assists in determining the best approach to establish for future use.
3. Identify states where passage of advance practice provider licensure or certification would have the greatest chance of success.
4. Align work of the committee with other workgroups, committees and activity involved with the development of practices, credentialing and education criteria for an advance practice provider.
5. General - Identify at least one educational institution to offer an educational pilot program(s) for advance practice provider.
 - a. Identify possible mechanisms to provide funding through the ARCF or other stakeholder(s) (e.g., employers) to support the pilot program(s). (??)
6. Consider the development of the credential for the advance practice provider.

Measurable outcomes:

Committee:

AARC Representatives:

Dana Evans, MHA, RRT, RRT-NPS
Lynda Goodfellow, EdD, RRT, FAARC
Dr. David Kelley
Anne Marie Hummel
John Wilgis, MBA, RRT
Lisa Johnson, MS, RRT, RRT-NPS
Brian Walsh, PhD, RRT – CO-CHAIR
AARC Staff: Shawna Strickland

CoARC Representatives:

Dr. Kevin O'Neil

Dr. George Burton

Sarah Varekojis, PhD, RRT

Kathy Rye, EdD, RRT, RRT-NPS, RRT-ACCS, FAARC

CoARC Executive Office Liaison: Dr. Shane Keene

NBRC Representatives:

Thomas Fuhrman, MD

Kerry George, MEd, RRT, RRT-ACCS, FAARC

Robert Joyner, PhD, RRT, RRT-ACCS, FAARC - CO-CHAIR

Carl Haas, MS, RRT, RRT-ACCS, FAARC

NBRC Executive Office Liaison: Lori Tinkler, NBRC

Ad Hoc Committee on BS Entry to Practice

Horizon Goal Alignment

- **AARC offers engaging, valuable professional education that advances the professional practice of respiratory care**
- 1. The AARC will collaborate with educational institutions, health care organizations, state affiliates, providers, and other stakeholders to advance the profession to a Baccalaureate Degree Entry to Practice

With the following objectives.

1. Develop ways to increase the number of graduates with baccalaureate degrees at entry into respiratory care practice
2. Increase the number of baccalaureates prepared respiratory therapist to 805 of all therapists by 2020

Measurable outcomes:

Chair:

Brian Walsh, PhD, RRT, RRT-NPS, RRT-ACCS, RPFT, FAARC, AARC Past President (2019)

Members:

AARC

Lynda Goodfellow, EdD, RRT, FAARC

Karen Schell, DHSc, RRT, RRT-NPS, RPFT, RPSGT, AE-C, CTTS, RRT-SDS

AARC Staff: Tom Kallstrom, Shawna Strickland

CoARC

Brad Leidich, MEd, RRT, FAARC

Shelley Mishoe, PhD, RRT, FAARC

CoARC Staff: Tom Smalling

NBRC

Robert Joyner, PhD, RRT, RRT-ACCS, FAARC NBRC Staff: Lori Tinkler, Rob Shaw

NN2RC

Peggy Spears, MS, RRT

NN2 (are these correct)

Greg Ferenchak

Candy Ryan

Jon Nilestuen

Ad Hoc Committee on Career Pathways

Horizon Goal Alignment:

Education/professional development:

- **AARC offers engaging, valuable professional education that advance the professional practice of respiratory therapy.**
- 1. The AARC will conduct an educational/professional needs assessment and implement an action plan to accomplish the needs of its members.
- 2. The AARC will collaborate with educational institutes, health care organizations, state affiliates, providers, and other stakeholders to advance the profession to a Baccalaureate Degree Entry to Practice.

With the following objectives:

- 1.

Measurable outcomes:

Chair

Ellen Becker, PhD, RRT, RRT-NPS, RPFT, AE-C, FAARC

Members

Diane Oldfather, MEd, BHS, RRT

Brad Leidich, MEd, RRT, FAARC

John Lindsay

Susan Gallo, MEd, RRT, FAARC

Lutana Hahn, MHS, RRT

Brian Cayko, MBA, RRT

AARC Staff Liaison – Shawna Strickland

11-15-18 version