This year we made great strides to provide expanded education, advocacy and service opportunities to our members. We look back on some of our highlights of the year.

**Membership**
NRAA members in 44 states

**Top 7 States for Highest NRAA Membership**
- Texas: 113
- New York: 94
- California: 76
- Illinois: 70
- Florida: 50
- Georgia: 41
- Tie: Ohio, Massachusetts, and Washington: 40

**Patients**
- 126,000+ patients served by NRAA facilities
- 468,000+ total patients in U.S. facilities

**Education**
- 15 new education webinars launched
- 1,004 total attendees for webinar Wednesday

**Community**
- 5 total NRAA committees
- 902 LinkedIn group members

**Advocacy**
- 61 meetings in Washington D.C.
- 7 comment letters submitted to CMS & other govt entities

**Services**
- 1,115 facilities used NRAA HIE for CROWNWeb
- 329 downloads of the RSE benchmarking tool since 2015

*Data pulled from the RSE provider database, June 2016, NRAA database, Mehlman Castagnetti Rosen & Thomas, and United States Renal Data System, 2016 Annual Data Report.*
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VI. Future of NRAA 23
Dear Members and Colleagues,

It has been a remarkable year for NRAA, RSE and the organizations we work alongside to bring our initiatives to light.

On that note, we are pleased to submit to you this Annual Review.

This past year, NRAA has put a number of strategic goals into action, each created with one aim in mind: providing our members with the insight and education they need to achieve greater progress, for both their facilities and their patients.

One key achievement is the launch of a new member framework, the “NRAA Initiative for Kidney Care Advancement.”

This new three-tiered model encourages greater collaboration between members and opens up more leadership and volunteer opportunities within NRAA.

NRAA has also greatly expanded our government affairs presence, thanks to the vital support of the Mehlman, Castagnetti, Rosen & Thomas team.

To ensure the voice of our members is heard on “The Hill,” NRAA has continued our ongoing dialogue with government agencies, representatives and kidney-related organizations.

Meanwhile, NRAA’s External Relations Taskforce has helped to extend our network of community partners, and we look forward to expanding relationships with non-kidney health care related organizations in the coming year.

As always, we appreciate the unique perspectives and vital expertise our members provide.

None of our existing (or future) initiatives would be possible without the support of both our industry partners and our widely capable membership body. Thank you for your commitment to dialysis care and kidney health.

I am immensely proud of the progress we have made together and excited to see what the next chapter brings!

Sincerely,

Marc Chow
Executive Director
Dear Colleagues,

As we reflect on the accomplishments of the past year, it is important to remember the “why” behind what we do.

NRAA’s vision is to serve the unique needs of all dialysis patients. For that reason, we continue to learn from those on the “front lines” of kidney care.

In March, NRAA engaged with leaders such as ASPN’s Dr. Sharon Perlman and pediatric nephrologist Dr. Hilda Fernandez. We also had the honor to hear from families who have experienced life with pediatric kidney disease.

These testimonials helped us understand more deeply what these patients go through day-to-day. They also fostered robust discussions on the work we can do to meet their needs.

Thankfully, the dialogue that came out of these presentations did not end on “The Hill.”

Instead, it led to the creation of a pediatrics webinar series, pediatric-specific education and the development of resources that support pediatric patients caught between systems less familiar with Medicare.

With a growing reputation for educational excellence, NRAA has been investing in members’ training while NRAA also significantly ramped up our Webinar Wednesday program, offering 15 new courses and launching a new ESRD Core Survey process.

As always, we continued to improve and build on NRAA’s foundation.

The 2016-2017 year will be incredibly exciting for us all as we welcome Karen Kelley as president and celebrate NRAA’s 40th year.

I am honored to have worked closely with her and other NRAA leaders to represent the voice of our 956 members – our NRAA board continues to challenge itself to be the best leaders we can be. Through communication and collaboration, we will bring our shared goals to light.

I also want to give a special thanks to all of our industry partners and supporters. Without your commitment, we would certainly not be where we are today.

Also, thank you to all of our members, whose guts, passion and skills drive us forward year after year.

Thank you again for allowing me the opportunity to serve as your NRAA President. Together, we will continue advocating for dialysis patients and providers nationwide!

Sincerely,

Helen Currier BSN, RN, CENP, CNNNRAA
President, 2015-2016
OUR STRATEGIC PLAN

NRAA is committed to regularly developing and following a strategic plan in order to keep pace with today’s fast-changing kidney care environment. To fulfill the organization’s strategic goals, NRAA has launched a number of new and exciting initiatives.

In 2015, NRAA drafted a 2015-2017 Strategic Plan that outlines strategic goals across each of our four areas of focus: advocacy, marketing, membership, education, and outreach.
NRAA represents the independent dialysis provider community in Washington D.C. by meeting with elected officials at the Federal level in the House, the Senate and the Administration, to make specific recommendations for political action.

2016 STRATEGIC GOALS

1. Participate in a minimum of 10 meetings with congressional offices, CMS, HHS, White House or other appropriate entities per year by 2016

2. Explore possible ways for NRAA to engage in state affairs by June 2016

3. Increase the number of the PAC contributing members by 5% annually with a 3% increase in total PAC dollars from 2015-2017
ADVOCACY

“DAY ON THE HILL” EVENT:

2016 marked a historically successful “Day on the Hill” program for NRAA. With the support of our advocacy firm, Mehlman Castagnetti Rosen & Thomas, program participants met with federal elected officials on both sides of the political aisle, across the House and the Senate for one-on-one conversations about legislative change.

NRAA members attended 61 meetings, including a PAC lunch with Pennsylvania Representative, Tom Marino and a breakfast with Oregon Representative, Earl Blumenauer.

LEGISLATIVE ENGAGEMENT:

In addition to the Annual Spring Meeting and “Day on the Hill” event, NRAA represented its members on specific legislative issues related to dialysis and kidney care on an ongoing basis, through Mehlman Castagnetti, Rosen and Thomas’ engagement with key members of Congress.

NRAA participated in working groups with other stakeholders and members of Congress staff to impact legislation being crafted, specifically with regard to integrated care and the Medicare Advantage program. NRAA crafted talking points and position statements with regard to both pieces of moving legislation in an effort to have small and mid-sized centers’ voices heard.

To ensure the voice of organization members was heard, NRAA wrote six comment letters to various bodies, including the Senate Finance Committee Working Group on Chronic Care and the Centers for Medicare and Medicaid Services. Comment letters addressed timely legislative issues, such as changes to the DFC Star Ratings Methodology, QIP measures on hemodialysis access and kidney transplantation, and Medicare reimbursement to dialysis providers.

REGULATORY STRATEGY:

NRAA prioritized and provided actionable recommendations to the Centers for Medicare & Medicaid Services (CMS).

In April 2016, CMS issued their 2017 updates to the Medicare Advantage and Part D programs. NRAA representatives expressed concern about the fluctuating rates offered by MA plans for ESRD beneficiaries.

While CMS did not promise to make ESRD reimbursements more predictable, they did agree to add another year of data to the ESRD normalization factor, which will hopefully make risk-adjusted payments more accurate in 2017.
MARKETING & MEMBERSHIP

It is the goal of the NRAA Membership Council to expand and diversify NRAA membership by identifying, creating, and promoting the value proposition that appeals to each potential provider group to further strengthen the NRAA voice.

2016 STRATEGIC GOALS

1. By 2018, increase the number of small to midsize dialysis facilities and independent providers

2. Increase Active Member retention rate to 88%

3. Increase Active Additional Contacts rate to 80%
MARKETING & MEMBERSHIP

2016 ACHIEVEMENTS

MEMBERSHIP HIGHLIGHTS:
As of July 2016, NRAA had 956 total members, as represented in the following categories.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Member Companies</td>
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<td>Active Member Company Additionals</td>
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<tr>
<td>Corporate Sponsor Member</td>
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</tr>
<tr>
<td>Past President (not added to total)</td>
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</tr>
<tr>
<td>TOTAL</td>
<td>956</td>
</tr>
</tbody>
</table>

From 2012 to 2016, NRAA has maintained a steady retention rate of 80% or higher, rounding out 2016 with 88.28% member retention. According to the 2016 Membership Marketing Benchmarking Report from Marketing General Incorporated, the average renewal rate among associations and nonprofits nationwide was 82%. NRAA exceeded the industry standard by six percent.

WEBSITE ANALYTICS:
In Quarter 2 of 2016, NRAA saw a 19.85% increase in website traffic compared to Quarter 2 of 2015. There was also a 14.29% increase in time spent on the website and an impressive 951% increase in traffic coming from social media. Also, organic search increased by 4.2% compared to Quarter 2 of 2015.
NRAA INITIATIVE FOR KIDNEY CARE ADVANCEMENT:

Our new Initiative provides our members with even greater opportunities to collaborate with their peers and kidney experts nationwide to advance the cause of kidney care across the U.S.

OUR THREE-TIERED SYSTEM

Members of the Board are elected to work together to develop a three-year Strategic Plan. Four Councils then create charges for Committees based on goals outlined by the Board. Committees carry out the Councils’ charges through the creation of Task Forces, which include experts with specialized insight into kidney health and dialysis care.

COUNCIL

Advocacy Council
Maintains a legislative presence on “The Hill” and informs members on regulatory change

Education Council
Serves as the premier resource for innovation and education in dialysis care

External Relations/Outreach Council
Builds partnerships between NRAA and Non-ESRD specific associations and organizations

Marketing/Membership Council
Promotes a diverse membership body and works to strengthen the voice of NRAA

COMMITTEE

OVERVIEW OF COUNCILS

Quality
Develops reporting tools and educational programs to promote compliance and optimal patient care

Hospital-Based
Provides hospitals and health systems with education, resources and advocacy; facilitates initiatives related to population health

Pediatrics
Meets the unique needs of pediatric dialysis programs; provides resources, education and advocacy

Home Dialysis
Facilitates member access to toolkits, resources and information needed for in-home dialysis care

Physician Relations
Partners with physician leaders to help them reach their clinical and operational goals

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REPORTING STRUCTURE
In the education arena, NRAA has maintained successful programs and the substantial growth made in 2015. The organization has continued its work in 2016 towards achieving established goals.

From an education series addressing the unique needs of pediatric providers, to innovative dialysis management solutions presented through the popular Webinar Wednesday program, live meetings, and growing online content, NRAA continues to provide quality education to the independent provider community.

**2016 STRATEGIC GOALS**

1. Increase the Fall Annual Meeting attendance to 600 or more and decrease losses to the fall and spring meetings by 10%

2. Increase the number of participants that state the educational activity exceeded and/or greatly exceeded expectations by 10%

3. Encourage ESRD and dialysis experts outside of NRAA to participate in Webinar Wednesdays and other educational activities
EDUCATION

WEBINAR WEDNESDAYS:
The educational program had a very successful inaugural year, with over 900 registrations in the first 12 months. From January to October 2016, 1,004 people participated in the events.

Also, non-member registration in Webinar Wednesdays increased by 45% and non-member attendance increased by 84% from July 2015 to July 2016.

PEDiatric Campaign:
To advance awareness of pediatric dialysis, NRAA created content for a series of webinars and a pediatric kidney care infographic, articles in the Renal Watch newsletter, along with a number of social media and web posts.

EDUCATION STATION:
NRAA continues to provide “education-on-the-go” resources to dialysis providers through its Education Station. The platform currently contains audio content from the 2015 Fall Conference, previous Webinar Wednesdays, the educational pediatric series and much more. Both members and non-members can access this education portal for on-the-go learning.

THE 2016 NRAA ANNUAL FALL CONFERENCE

(Comprised of the following events)

WORKSHOP ON DIALYSIS MANAGEMENT
A one-day workshop for dialysis managers, this event is designed for hospital directors and facility leaders who want to improve their leadership skills, operational knowledge and clinical expertise.

2016 ANNUAL FALL CONFERENCE & EXHIBIT HALL
The largest gathering of dialysis healthcare leaders in the United States, this event brings together the dialysis and kidney care community. It also provides attendees an unparalleled conference experience.

NRAA/RPA DIALYSIS, NEPHROLOGIST AND FACILITY LEADER SYMPOSIUM
This event features leading nephrology and ESRD experts sharing their expertise on patient care in dialysis facilities and vision of the future landscape of kidney care. The program content is designed to assist medical directors and facility administrators with fulfilling their roles and improving care delivery.
It is the goal of the NRAA External Relations/Outreach Council to establish relationships with non-ESRD specific associations and organizations to develop a population health infrastructure.

2016 STRATEGIC GOALS

1. Continue to maintain and grow relationships with renal professional organizations

2. By 2017, formalize three collaborative relationships with non-renal professional organizations

3. By 2018, increase ongoing education about coordinated care delivery models, tools, and resources that can be used by independent and hospital-based dialysis facilities
AAKP KIDNEYWORKS™ INITIATIVE:

NRAA also worked alongside government agencies and private organizations through the KidneyWorks™ Initiative. Founded by the American Association of Kidney Patients, the initiative was focused on policy changes and research on the treatment and prevention of Chronic Kidney Disease.

MAKING DIALYSIS SAFER COALITION:

In 2016, NRAA also joined the Making Dialysis Safer Coalition, founded by the Centers for Disease Control and Prevention (CDC). The purpose of the coalition is to expand awareness for CDC best practices for preventing blood infections. As a coalition member, NRAA provided a unique perspective on the connection between dialysis care and infection prevention.

OTHER NRAA MEMBERSHIPS:

NRAA is also proud to maintain participatory and influential memberships in the following organizations:

- Alliance for Home Dialysis
- American Nephrology Nurses’ Association (ANNA)
- American Society of Nephrologists (ASN)
- American Society of Pediatric Nephrology (ASPN)
- Annual Dialysis Conference (ADC)
- Joint Commission Task Force
- Kidney Care Partners (KCP)
- Kidney Community Emergency Response Group
- Kidney Health Initiative (KHI)
- The National Kidney Foundation (NKF)
- NRAA/RPA Physician Symposium
When asked to reflect on their experience operating in a leadership role within NRAA, a number of board members shared what they gleaned about leadership, advocacy and the future of independent and small dialysis providers.

**William Poirier, MBA, BSN, BA, RN**  
Regional Administrator, Greenfield Health Systems

“I have had the honor of serving as an NRAA board member for 2 years. From my experience, NRAA has been a rich source of networking and making a difference in sharing knowledge and education among the community we represent. I also have enjoyed working with groups in Washington D.C. and being part of a TRUSTED voice in rule making and CMS guidance.”

**Julie Williams**  
Administrator, Branson Dialysis

“From my service as an NRAA Board Member I have learned the importance of being a patient advocate, not just in my own units but on Capitol Hill with my Senators and Representatives. Our patients need a voice but most are too physically compromised to go to the Hill so we MUST do it or how can we claim to be good Dialysis Caregivers.”

**Caprice Vanderkolk, RN, BS, MS, BC-NE**  
Nurse Manager, University of Minnesota Masonic Children’s Hospital & Fairview Hospital Adult Acute

“I worked with CMS to education all dialysis units after the 2008 ESRD regulations changes came out and the new CMS survey tools being used today. From that, I learned the reason behind the changes. I was also in a position where I could positively affect how the CMS survey team viewed dialysis facilities and facility administrators. I had the honor of representing independent and small, hospital-based dialysis units.”
COMMUNITY TESTIMONIALS

John Wagner, MD, MBA  
President, National Forum of ESRD Networks

“Our core values include collaboration and the spread of knowledge. In that respect we have been fortunate in having partners such as the NRAA. Through our joint activities, [NRAA has] helped support our member organizations work in engaging providers to improve care. We specifically wish to recognize [NRAA] members’ contributions to our recently released Transitions of Care Toolkit, available on our website and our current well received Creating a Culture of Quality webinar series on the Patient Experience of Care.”

Gary Green  
Executive Director, American Association of Kidney Patients

“AAKP has been pleased to participate in Washington, D.C. activities with NRAA leadership. In particular, NRAA is a valuable participant in AAKP’s KidneyWorks Initiative, which seeks to improve the quality of life for CKD and dialysis patients by identifying and overcoming barriers to continuing employment. NRAA’s support and participation of this initiative has been a significant factor in the interest that has been generated by this project and moving forward, will be instrumental in promoting recommendations to the general kidney community.”

LaVarne A. Burton  
President & CEO, American Kidney Fund

“We very much appreciate NRAA’s support for AKF’s The Hope Affair and look forward to our continuing collaborations to improve the lives of people who already have or who may be at risk for kidney disease.”

Erika Miller, JD  
Washington Representative, The American Society of Pediatric Nephrology

“In March, ASPN sponsored a World Kidney Day event on Capitol Hill and NRAA’s support and participation was an important component of the overall success of the event. In addition, NRAA has increasingly engaged ASPN in discussions regarding issues that are specific to pediatric programs and pediatric nephrologists. We are looking forward to ASPN’s partnership with NRAA continuing to strengthen.”

Lori Hartwell  
President & Founder, Renal Support Network

“RSN appreciates NRAA’s support of our patient programs that help us engage and educate people who have kidney disease. Our reach has increased dramatically. RSN has 18,000 members and more than 26,000 Facebook and 3,800 Twitter followers who seek education and hope.”
CHARITABLE GIVING

To better promote its mission, NRAA provides funding to select industry partners. In 2016, NRAA carefully selected key initiatives and organizations to receive support. Every dollar donated translates directly to increased education, support or access to care for dialysis patients nationwide.

RENAL SUPPORT NETWORK:
Both NRAA and RSE support Renal Support Network initiatives each year with generous individual donations. RSN is a nonprofit, patient-run organization that holds a number of events each year to educate and support CKD patients.

AAKP KIDNEYWORKS™ INITIATIVE:
NRAA provided a generous donation to the movement, and current NRAA President for 2015-2016, Helen Currier, attended the initiative’s Consensus Conference on behalf of NRAA.

AMERICAN KIDNEY FUND (AKF) HOPE AFFAIR:
NRAA was proud to be a Crystal Sponsor last year. Also, 10 NRAA board members attended the 2016 American Kidney Fund’s National Gala.

PRODUCTS & SERVICES VIA RSE

ICH-CAHPS PREFERRED VENDORS
RSE ESRD PPS CALCULATOR
RSE BENCHMARK REPORTS
NRAA HIE FOR CROWNWEB OFFERED
BY RENAL SERVICES EXCHANGE

2016 NUMBERS FOR NRAA HIE CROWNWEB

CONTRACTED ORGANIZATIONS: 225
REGISTERED FACILITIES: 1,115
WHO WE ARE TODAY

MISSION:
It is the mission of NRAA to serve as the resource and voice for independent, regional and community based dialysis providers.

VISION:
NRAA’s vision is to be the preeminent national organization advocating for and addressing the legislative, regulatory, educational, financial, purchasing, and clinical interests of independent kidney care providers, ensuring ongoing provider viability, patient choice and access to optimal quality care.
### BOARD OF DIRECTORS 2015 - 2016

**PRESIDENT**  
Helen Currier, BSN, RN, CNN, CENP  
Director, Renal Services | Texas Children’s Hospital (TX)

**PRESIDENT ELECT**  
Karen Kelley, MHA, BSN, CNN, RN  
Director of Dialysis | UP Health Systems - Portage Dialysis (MI)

**SECRETARY**  
Anthony Messana  
Executive Director | St. Joseph Hospital Renal Services (CA)

**TREASURER**  
Rob Bomstad, RN, BSBA, MS  
Administrator | CEO | Dialysis Centers of Northwest Arkansas, LLC (AR)

**BOARD MEMBER**  
Matt Bauman, MSA, BSN, RN  
Director of Nursing | Dialysis Center of Lincoln, Inc. (NE)

**BOARD MEMBER**  
William D. Cundiff  
Vice President | Atlantic Dialysis Management Services, LLC (NY)

**BOARD MEMBER**  
Chris Lovell, RN, MSN, CNN  
Director of Medical Informatics and Systems | Dialysis Clinic, Inc. (TN)

**BOARD MEMBER**  
David Oppenlander  
Chief Financial Officer | Centers for Dialysis Care, Inc. (OH)

**BOARD MEMBER**  
William Poirier, MBA, BSN, BA, RN  
Regional Administrator | Greenfield Health Systems (MI)

**BOARD MEMBER**  
Maria Regnier, RN, MSN, CNN  
Director Dialysis Services | Sanford Health (ND)

**BOARD MEMBER**  
Lynn Riesenber, MSLA, BSN, CPA, RN  
Director of Dialysis | St. Anthony Regional Hospital (IA)

**BOARD MEMBER**  
Sue Rottura  
CEO | Specialty Physician Partners | Management LLC (FL)

**BOARD MEMBER**  
Caprice Vanderkolk, MSLA, BSN, CPA, RN  
Nurse Manager | University of Minnesota Masonic Children’s Hospital and Fairview Hospital Adult Acute (MN)

**BOARD MEMBER**  
Julie Williams  
Administrator | Branson Dialysis (MO)

**EXECUTIVE DIRECTOR**  
Marc Chow, MS
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<th>Company/Role</th>
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</thead>
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<tr>
<td>President</td>
<td>Jeff Lehman</td>
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</tr>
<tr>
<td>V.P. President</td>
<td>Larry Jones</td>
<td>President</td>
</tr>
<tr>
<td>Vice President</td>
<td>Ellen R. Davis</td>
<td>Vice President</td>
</tr>
<tr>
<td>Secretary/Treasurer</td>
<td>Gary L. Cellini, PharmD, MBA</td>
<td>Health Care Management Consultant at Large</td>
</tr>
<tr>
<td>Board Member</td>
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<tr>
<td>Board Member</td>
<td>Joseph J. Lee, MD</td>
<td>President</td>
</tr>
<tr>
<td>Board Member</td>
<td>Dan Nye</td>
<td>Chief Financial Officer</td>
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<tr>
<td>Board Member</td>
<td>Sue Rottura</td>
<td>CEO</td>
</tr>
<tr>
<td>Board Member</td>
<td>Diane Wish, RN, MBA</td>
<td>President/CEO</td>
</tr>
<tr>
<td>Board Member</td>
<td>Doug Johnson, MD</td>
<td>Vice Chair of the Board of Trustees</td>
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<td>Board Member</td>
<td>Mark Hamilton, FACHE</td>
<td>Vice President</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Marc Chow, MS</td>
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WHO ARE OUR MEMBERS?

NRAA supports members from all types of providers: including freestanding, hospital-based and national chains.

Our members include: dialysis facilities, renal administrators, medical directors, nephrologists, dialysis nurses, dialysis administrators, medical administrators, nurses, medical social workers, physicians, dietitians, dialysis consultants, as well as CMOs, CEOs and CFOs of dialysis facilities nationwide.

Currently, NRAA has members from 49 states, with representation in over 1415 independent dialysis facilities nationwide. NRAA offers the following membership categories: Active Member, Affiliate Member, and Associate Member.

WHO ARE OUR SPONSORS?

As of July 2016, NRAA had 9 Corporate Sponsor Members, represented by sponsorship level in the chart below:

<table>
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<tr>
<th>PLATINUM</th>
<th>Abbvie, Amgen, Ascend Clinical, Pfizer, Keryx, RPG</th>
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<tbody>
<tr>
<td>GOLD</td>
<td>Baxter</td>
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<tr>
<td>SILVER</td>
<td>ASD Healthcare, NxStage</td>
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<tr>
<td>PARTNER</td>
<td>Nephrology News &amp; Issues</td>
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While NRAA has undergone a number of changes in recent years, our greatest asset are our members, who dedicate their time to leadership development and strategic planning.

We have already seen great results from our 2015-2017 Strategic Plan, and we will keep carrying out that plan across our four strategic themes of Advocacy, Membership, Education and Outreach. While our three pillars of Advocacy, Education and Services, remain central to our focus, our four themes carry our initiatives forward month after month.

Through our advocacy efforts, NRAA will continue driving policies that positively impact independent providers and their patients. We will also foster a more proactive approach toward shaping federal policy and improve the integration between our PR and grassroots efforts.

In the education arena, NRAA will also continue providing new educational opportunities, through our Webinar Wednesdays, our Annual Fall Conference, Education Station and through our work with pediatric providers and community supporters, such as ASPN, KHI and RSE.

NRAA will also expand and diversify our member body by attracting new potential provider groups. We will further strengthen the voice of NRAA through an increasingly diverse network of dialysis and kidney care experts.

LOOKING AHEAD

As we come upon the next phase of our strategic plan, we continue looking forward. We will continue seeking out the tools, resources, people and innovative ideas we need to build up our members.

We will also strive to adapt to new technological solutions and to provide our patients with the expert dialysis treatment and kidney care they deserve.

JOIN THE CAUSE!

Be a part of the great work NRAA is doing for renal health!

Whether through donation, membership, active participation in a committee, event planning, or an educational partnership, NOW is the time!

NOW is the time to join the effort to support independent and community-based dialysis care providers nationwide!
<table>
<thead>
<tr>
<th>Position</th>
<th>Company/Service</th>
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<tbody>
<tr>
<td>EXECUTIVE DIRECTOR</td>
<td>(Marc Chow) Kidney Collaborative</td>
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<tr>
<td>ASSOCIATION MANAGEMENT COMPANY</td>
<td>Fernley &amp; Fernley, Inc.</td>
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<td>DIRECTOR OF EDUCATION</td>
<td>Valerie Okrend</td>
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<td>MARKETING &amp; COMMUNICATIONS</td>
<td>Chatter Buzz Media</td>
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<td>LEGAL COUNSEL</td>
<td>McGuire Woods</td>
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<td>GOVERNMENT AFFAIRS</td>
<td>Mehlman Castagnetti Rosen &amp; Thomas</td>
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<td>Prima Health Analytics</td>
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<td>PAC COUNSEL</td>
<td>Perkins Coie</td>
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<tr>
<td>NRAA/RSE HIE PROVIDER</td>
<td>OneHealthPort</td>
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<td>IT CONSULTANT</td>
<td>Howard Thomas Consulting</td>
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