

**Charles F. Owens, MSA**  
**48 East Broad Street, Savannah, Georgia 31401**  
**(229) 322-8290**

**EXPERIENCE**

**Clinical Associate Professor & Director** **08/2015 - Present**  
**Georgia Southern University, Jiann-Ping Hsu College of Public Health,**  
**Department of Health Policy and Management,**  
**and the Center for Public Health Practice & Research**  
Statesboro, Georgia

Received Direct Appointment as Clinical Associate Professor for Georgia Southern University's Jiann-Ping Hsu College of Public Health (JPHCOPH) and the Director of the Center for Public Health Practice & Research. Under faculty appointment provides instruction in the areas of health policy, finance, management, and other various areas as needs arise. As the Director for the JPHCOPH Center for Public Health Practice & Research facilitates the integration of the JPHCOPH academic resources into our State and National fields for application of in communities and areas of research. Administers various grant programs targeting specific areas of public health including but not limited to, State Public Health, Emergency Medical Services, needs assessment, program evaluation, health systems planning and various other components within the health care arena.

**Teaching Experience**

Jiann-Ping Hs College of Public Health, Georgia Southern University

**Current**

HSPM 7230 Health Leadership and Strategic Planning  
HSPM 7232 Public Health Finance

**Past**

HSPM 7131 Health Organizational Theory, Behavior and Management

College of Health Professions, Mercer University  
MPH 736 – Budgeting and Finance for Health Care

**Executive Director**

**05/2005 – 07/2015**

**Georgia Department of Community Health, State Office of Rural Health**  
Cordele, Georgia

Received Direct Appointment as Executive Director of the Georgia State Office of Rural Health by the Honorable Tim Burgess, Commissioner of the Georgia Department of Community Health, May 2005. Holds financial and programmatic responsibility and management of various programs targeting the expansion of access to health care for rural and underserved areas of Georgia with an average annual budget in excess of \$9M consisting of state and federal funds and manage a staff of eight. Programs include Hospital Services including the Medicare Rural Hospital Flexibility Grant Program and the Small Rural Hospital Improvement Program (federal grant of ~\$1M), the Georgia Migrant and Seasonal

Farmworker Health Program (federal grant of ~\$3M), the Primary Care Office (federal grant of ~\$225K) including J-1 Visa Waiver, Professional Shortage Areas, and National Health Service Corps Scholarship and Loan Repayment Programs, the Homeless Program, Federally Qualified Health Center Expansion Program, Breast Cancer Tag Program, Erlanger Air Ambulance Program and administers the state funds for the Area Health Education Centers. Extensive experience managing federal and state grant and contracts via state and federal solicitation and application requirements as well as including a strong working knowledge of the federal grant management web-based systems, Grants.gov and the Electronic Handbook (EHB).

In addition to the core programs, develops and administers special complimentary programs as awarded based on state and federal appropriations, such as the \$300K Dental Loan Repayment Program, \$1.5M Rural Health Safety Net Program and the \$2.5M Center's for Medicare & Medicaid Services (CMS) Emergency Room Diversion Program, the Georgia Department of Public Safety Southwest Georgia Air Ambulance Program and the development of an Emergency Medical Services Community Paramedic Program.

In April 2014 was appointed by Governor Nathan Deal to the Rural Hospital Stabilization Committee and assigned the facilitation role for the Committee. Simultaneously, received appointment by the Georgia Department of Community Health's Commissioner Clyde Reese as the State Rural Hospital Point of Contact in response to the Governor's request for a designee to serve as a single point of contact for hospitals.

Frequent speaker at national and state conferences representing the State of Georgia, discussing current rural health issues, health care finance, primary care, various provider settings, as well as federal and state programmatic regulations. Frequently communicate with federal and state elected officials regarding the health and health care resources within their respective districts. Recognized by the Governor's Office of Planning & Budget as a resource for health care expertise as demonstrated by various programmatic assignments under Governors Nathan Deal and Sonny Perdue.

**Adjunct Faculty**  
**Mercer University, College of Health Professions**  
Macon, Georgia

**06/2014 – 08/2016**

Serve as Adjunct Faculty for Mercer University, College of Health Professions, Master of Public Health Program. Provided instruction for MPH 736 – Budgeting and Finance for Health Care. The course key objectives include, but not limited to: defining essential components of a programmatic budget, development of effective budget planning & management, analysis of financial statements, assessment of financial status and development of corrective budgeting plans (positive and negative adjustments), interpreting and demonstrating differences in accounting for health care, non-profit & government organizations, comparison and contrast of systems for accountability and control including ethical behaviors for the safeguarding financial resources and reporting financial results of organizational and program operations.

**Adjunct Faculty**  
**South Georgia Technical College**  
Cordele, Georgia

**10/2002 – 08/2015**

Serve as adjunct instructor for Accounting I, II, and III, as well as Marketing 110, Entrepreneurship, and Introduction to Microsoft Office. Provide students with the guidance to ensure their ability to apply the principles of accounting from account classification to subsidiary record accounting. Topics include partnerships, corporations, inventory, receivables, payables, payroll, plant assets, notes, stocks and bonds. Upon completion students will have a working knowledge of the accounting system with the necessary skill sets to apply in their work environment. Entrepreneurship provides for the development of the student's entrepreneurial skills and understanding of the various types of business, identification of market needs, product development, and the creation of a business plan.

**Chief Operations Officer**  
**Dorminy Medical Center**  
Fitzgerald, Georgia

**07/2003 – 5/2005**

Served as Chief Operations Officer of Dorminy Medical Center, a 75-bed general acute care rural hospital generating ~\$20M in net revenue annually. Responsible for the financial and operational management of the ancillary departments including Radiology, Laboratory, Physical, Occupational and Speech Therapies, Dietary, Environmental Services, Laundry, Security, Engineering, Cardio and Pulmonary Services, Human Resources, and the Specialty Clinic. Supervised a staff of 10 departmental directors with a support staff of ± 95 FTEs. Effectively managed combined departmental budgets of ~\$14M. Established a prioritized capital budget for each department for revenue maximization and sustainability; maintain staffing efficiency greater than 90% in each department. Securing efficiency and profit maximization is critical of all ancillary departments to support the overall operation of the hospital to insure a positive operating income. Served as the Compliance Officer. Actively engaged in the general management, strategic planning, policy, and program development for the hospital as a member of the senior leadership team. Served as the Administrator in his absence.

**Director, Hospital Services**  
**Georgia Department of Community Health, State Office of Rural Health**  
Cordele, Georgia

**01/2001 – 06/2003**

Served as Director of Hospital Services for the Georgia Department of Community Health, State Office of Rural Health. Provided technical assistance to hospitals requesting information regarding the Medicare Rural Hospital Flexibility/Critical Access Hospital Grant Program (FLEX/CAH), Small Rural Hospital Improvement Grant Program (SHIP), and the Rural Hospital Assistance Act (RHAA). Secured and administered the FLEX/CAH and SHIP federal grants. Assisted individual hospitals evaluating the feasibility of pursuing Critical Access certification. Provided educational meetings for hospitals and communities to provide information about the FLEX/CAH Program so that they may fully understand the state/federal rules and regulations. Provided extensive technical assistance to facilitate the application process to secure designation/certification. Facilitated meetings between various groups to develop vertical and horizontal networks to establish a quality healthcare delivery system to reduce the health disparities across Georgia. Secured contracts with consultants/agencies to provide financial feasibility studies, assistance in meeting the quality assurance requirements, community needs assessments, etc. Administered the \$5M Rural Hospital Assistance Act state appropriated grant program benefiting 60

rural hospitals. Managed a budget of over \$6.75M in state and federal grant dollars. Served as liaison for the hospitals between state and federal agencies to facilitate any issues that they face.

**Physician Practice Manager**

**02/1997 – 12/2000**

**Crisp Regional Hospital**

Cordele, Georgia

Served as manager for nine physician practices staffed by 11 physicians of varying specialties, four rural health centers staffed by two medical directors, two nurse practitioners, and two physician assistants, and the school nurse program. Supervised, trained, and maintained a staff of 47 secretarial and nursing personnel. Coordinated the arrival of seven new physicians and establishment of their practices. Served as liaison between the physicians and hospital. Maintained current knowledge of CPT, ICD-9, and HCPCS coding, and insured appropriate coding practices. Monitored coding and billing practices to insure compliance with Medicare and Medicaid regulations. Worked closely with the central billing office, monitoring the timely submission of accurate, appropriate claims. Implemented/maintained JCAHO standards. Served as coordinator for the physician practice module of the Meditech computer system. Served on the following organizational committees: Compliance, Performance Improvement, Safety, Employee Relations, and Wellness. Obtained Advanced Certified Patient Accounting Representative status.

**Patient Registration Supervisor**

**01/1993 – 05/1994**

**Crisp Regional Hospital**

**09/1995 – 02/1997**

Cordele, Georgia

Supervised a staff of 13 registration clerks, insuring quality, timely registration of patients. Developed and implemented procedures to insure accuracy and integrity of patient data. Maintained continuous education program providing the registration staff with the most current information concerning healthcare and third-party payers. During second term served as Admissions Coordinator for the implementation of the admissions module of the Meditech computer system plus the Cost Accounting Coordinator duties, assistance with billing and accounts receivable module, and executive support systems responsibilities. Served as registration trainer for the nursing home and physician practices/clinics for the hospital. Served as coordinator for the implementation of the community-wide scheduling module. Obtained Certified Patient Accounting Representative certification.

**Patient Accounting Manager**

**05/1994 – 09/1995**

**Crisp Regional Hospital**

Cordele, Georgia

Supervised patient accounting representatives, ensuring timely, accurate processing of claims to third-party payers, and resolving any problems surfacing in the processing of claims. Ensured compliance with Medicare and Medicaid rules and regulations. Managed collection activities of self-pay balances. Worked with collection agencies for collection of delinquent accounts. Senior management contact for resolution of patient complaints. Responsible for provider enrollment to third-party payers. Served as Cost Accounting Coordinator for implementation of the member for the executive support systems module. Prior to promotion served as Patient Registration Supervisor from 1992 – 1994.

## **EDUCATION**

**M.S.A., Business Management (majoring in Accounting)**, Georgia Southwestern College, August 1992  
**B.B.A., Marketing**, Valdosta State College, March 1990

## **MEMBERSHIPS & APPOINTMENTS**

1. Rural Healthcare Provider Transition Project (RHPTP) Advisory Committee, 2023 - 2025
2. Health Equity and Rural Opportunities (HERO) Steering Committee, Morehouse School of Medicine, Office of Digital Learning, 2022 - present
3. Acting Executive Director, Georgia Rural Health Association, 2017 – present
4. Georgia Primary Care Association as an at-large board member, 2021 – present
5. Georgia Clinical and Translational Science Alliance Community Steering Board by nomination from Morehouse School of Medicine, 2021 - present
6. Rural Health and Primary Care Section Secretary, Georgia Public Health Association, 2021 - present
7. Georgia Rural Hospital Stabilization Committee member by appointment of the Honorable Governor Nathan Deal and assigned the role of facilitator (2014-2015) for the Committee, 2014 – present
8. Board Member, Rural Health and Primary Care Section Chair, Georgia Public Health Association, 2017 – 2021
9. Vice-President, Georgia Rural Health Association, 2015 – 2017
10. State Point of Contact for Rural Hospitals by appointment of Commissioner Clyde Reese, Georgia Department of Community Health, 2014 - 2015
11. Committee Member, Southeast Regional Telehealth Resource Center for Georgia, 2015 - present
12. Co-Chair of the Southeast Regional Telehealth Resource Center for Georgia, 2012 – 2015
13. Adjunct Faculty and Advisory Board Member, Mercer University School of Medicine, Master of Public Health Program, 2010 – 2015
14. Appointed to the United States Health & Human Services - Negotiated Rulemaking Committee on the Designation of Medically Underserved Areas and Health Professional Shortage Areas of the Health Resources and Services Administration; appointment by Kathleen Sibelius, Secretary of Health and Human Services, 2010 - 2011
15. Adjunct Faculty and Advisory Board Member, Georgia Southern University, Jiann-Ping Hsu College of Public Health, 2008 - 2015
16. Board Member, National Organization of State Office of Rural Health, 2008 – 2015
17. Treasurer, National Organization of State Office of Rural Health, 2010 - 2015
18. *Ex Officio* Board Member, Georgia Rural Health Association, 2005 – 2015
19. Board Member, Appalachian Regional Commission Health Advisory Board, 2005 – 2015
20. Board Member, Southern Regional Health Consortium, 2005 – 2008

## **AWARDS AND RECOGNITION**

1. Delta Omega Honor Society in Public Health, 2019
2. HomeTown Health, Hospital Champion, 2015
3. National Organization of State Offices of Rural Health, Distinguished Service Award, 2009
4. Georgia Association of Primary Care Association, Service Appreciation, 2006
5. HomeTown Health, Service Appreciation, 2003 & 2001

6. Georgia Hospital Association, Proclamation of Appreciation, 2002

## FUNDED RESEARCH

1. **2023-2024.** Union General Hospital (GA) and Chatuge Regional Hospital's Community Health Needs Assessments. Funded by Union General Hospital. Role: CO-PI. \$12,580.
2. **2023-2028.** Targeted Technical Assistance for Rural Hospitals Program (TTAP). Funded by the Health Resources and Services Administration. Role Co-PI. \$4M at \$800,000 per grant year.
3. **2022-2028.** Rural Hospital Pediatric Readiness Needs Assessment. Funded by the Georgia Department of Community Health. Role Co-PI. \$161,075 yearly x 5 years = \$805,375
4. **2023-2024.** Georgia Hospital Leadership Training Program. Funded by the Georgia Hospital Research & Education Foundation. Role: PI. \$150,000.
5. 2021-2022. Bacon County Hospital. Community Health Needs Assessment. Funded by Bacon County Hospital. Role Co-PI. \$15,000.
6. **2021-2022.** Warm Springs Medical Center, Community Health Needs Assessment. Funded by Warm Springs Medical Center. Role Co-PI. \$10,000.
7. **2021.** Pineland Community Service Board: Behavioral Health Needs Assessment. Funded by Pineland Community Service Board as part of the Substance Abuse and Mental Health Service Administration (SAMHSA) grant #1H79SM083244-01. Role: Co-I. \$40,000.
8. **2021.** Union General Hospital's (LA) Community Health Needs Assessment. Funded by Draffin & Tucker CPAs. Role: Co-PI. \$12,750.
9. **2020-2022.** Union General Hospital (GA) and Chatuge Regional Hospital's Community Health Needs Assessments. Funded by Union General Hospital. Role: CO-PI. \$12,580.
10. **2020-2022.** Examining the Role of State Contractual Mandates & Incentives in Encouraging Medicaid Managed Care Organizations to Address Enrollees' Social Needs. Funded by Robert Wood Johnson Foundation, Role: CO-PI. \$248,000.
11. **2019-2024.** FLEX Financial & Operational Improvement Grant. Funded by the Georgia Department of community Health State Office of Rural Health. Role: CO-I. \$750,000.
12. **2020 – 2021.** Georgia Primary Care Office Statewide Health Needs Assessment. Funded by the Georgia Department of Community Health, State Office of Rural Health, Primary Care Office. Role: Investigator. Role: Investigator. \$75,000.
13. **2020-2021.** Georgia Hospital Leadership Training Program. Funded by the Georgia Hospital Research & Education Foundation. Role: PI. \$316,000.
14. **2017 – 2023.** GRHA Administrative and Operational Support, Role: PI. \$26,293 annually x 6 years = \$157,758.
15. **2019-2020.** Critical Access Hospital Community of Practice for Financial Sustainability. Funded by the Georgia Department of Community Health, State Office of Rural Health. Role: Co-I. \$50,000.
16. **2018.** Social Determinants of Health Resource Guide and Training for Community Development Financial Institutions. Funded by Healthcare Georgia Foundation, Role: CO-PI. \$15,000.
17. **2016-2018.** FLEX Financial and Operational Grant. Funded by the Georgia Department of Community Health, State Office of Rural Health. Role: Co-I. \$510,000.
18. **2017–2018.** Union General Hospital and Chatuge Regional Hospital's Community Health Needs Assessments, Funded by Union General Hospital. Role: CO-PI. \$12,000.
19. **2016-2017.** Coastal Health District, "Building Capacity to Address Infant Mortality in Georgia: A Collaborative Effort". Funded by the Coastal Health District. Role: PI. \$5000.

20. **2016–2017.** EMS 2020 - Phase II - A Financial Analysis of Georgia's EMS System, Georgia Association of Emergency Medical Services, Role: PI. \$64,589.
21. **2015-2016.** EMS 2020 - Phase 1: A Detailed SWOT Analysis of Georgia's EMS System, Georgia Association of Emergency Medical Services, Role: PI. \$64,150.

#### SUBMITTED BUT NOT FUNDED RESEARCH

1. **2018.** Vulnerable Rural Hospital Assistance Program: A Community-Driven Approach to Improve Access to Essential Health Services, Health Resources and Services Administration (HRSA), Role: CO-PI. \$2.4M.
2. **2016.** Optimizing Cost of Care Conversations Between Clinicians and Vulnerable Patients. Robert Wood Johnson Foundation. Role: Co-Investigator. \$215,000.

#### PUBLICATIONS

\*indicates with students

1. Apenteng, B.A., Adewoye, A., **Owens, C.**, Opoku, S T, Kimsey, L., Peden, A, Shehaj, B. (2023). Examining the Relationship Between Rural Residents' Satisfaction with Local Hospital's COVID-19 Response and Intention to Use the Hospital. *Journal of Rural Health*, 2023;1–9, <https://doi.org/10.1111/jrh.12780>.
2. Opoku, S. T., **Owens, C. F.**, Apenteng, B. A., Kimsey, L., & Peden, A. H. (2022). State Expectations and Medicaid Managed Care Organizations' Efforts to Address the Social Needs of Medicaid Enrollees. *Medical Care Research and Review*, 10775587221096262. <https://doi.org/10.1177/10775587221096262>
3. Opoku, S. T., Apenteng, B. A., Kimsey, L., Peden, A., & **Owens, C.** (2022). COVID-19 and social determinants of health: Medicaid managed care organizations' experiences with addressing member social needs. *Plos one*, 17(3), e0264940. <https://doi.org/10.1371/journal.pone.0264940>
4. Opoku, S.T., Apenteng, B., Kimsey, L., Peden, A. & **Owens, C.** (2022). COVID-19 and social determinants of health: Medicaid managed care organizations' experiences with addressing member social needs. *PLoS ONE* 17(3): e0264940. [tps://doi.org/10.1371/journal.pone.0264940](https://doi.org/10.1371/journal.pone.0264940)
5. Opoku S.T., **Owens C.F.**, Apenteng B.A., Kimsey L, Peden A.H. State Expectations and Medicaid Managed Care Organizations' Efforts to Address the Social Needs of Medicaid Enrollees. *Med Care Res Rev*. 2022 Jun 2:10775587221096262. doi: 10.1177/10775587221096262. Epub ahead of print. PMID: 35652530.
6. Apenteng, B.A., Kimsey, L., Opoku, S.T., **Owens, C.F.**, Maura Dugan, C., Peden, A. & Mase, W. (2022). Addressing the Social Needs of Medicaid Enrollees: Lessons and Promising Practices from Managed Care. *Academy Health*. Online.
7. Apenteng, B.A., Kimsey, L., Opoku, S.T., **Owens, C.**, Peden, A. & Mase, W. (2021). Addressing the Social Needs of Medicaid Enrollees: Lessons and Promising Practices from the Field. *Population Health Management*, 25(1), 119-125.
8. Apenteng, B.A., Opoku, S.T., **Owens, C.**, Akowuah, E., Kimsey, L. & Peden, A (2021). Assessment of the Financial Health of Rural Hospitals after Implementation of the Georgia Rural Hospital Tax Credit Program. *JAMA Network Open*, 4(7), e2117791-e2117791.
9. Apenteng, B.A., Kimsey, L., **Owens, C.**, Opoku, S.T., Peden, A & Mase, W (2021). Strategic Implication of COVID-19: Considerations for Georgia's Rural Health Providers. *Journal of the Georgia Public Health Association*. *In print*.

10. Apenteng, B., Kimsey, L., Opoku, S. T., **Owens, C.**, Peden, A. and Mase, W. (2021). Addressing the Social Needs of Medicaid Enrollees Through Managed Care: Lessons & Promising Practices from the Field. *Population Health Management*. Online, <https://doi.org/10.1089/pop.2021.0142>.
11. Apenteng, B.; Opoku, S.T.; Owens, C.; Akowuah, E.; Kimsey, L; Peden, A. (2021). Assessment of the Financial Health of Rural Hospitals After Implementation of the Georgia Rural Hospital Tax Credit Program. *JAMA Network Open*. In print.
12. Apenteng, B.; Kimsey, L.; **Owens, C.**; Opoku, S.T.; Peden, A.; Mase, W. (2021). Strategic Implications of Covid-19: Considerations for Rural Providers. *Journal of Georgia Public Health Association*. In print.
13. Opoku, S.T.; Apenteng, B.; **Owens, C.**; Kimsey, L.; Peden, A.; Ekpo, I.\*; Mase, W.; Akowuah, E. (2020). Georgia Rural Hospital Tax Credit: Perspectives of Rural Health Executives, *Journal of Rural Health*, 37(2), 328-333.
14. Boakye, K.; Apenteng, B.; Hanna, M; Kimsey, L; Mase, W; Opoku, S.T.; **Owens, C.**; Peden, A. (2019). The impact of interpersonal support, supervisory support, and employee engagement on employee turnover intentions: Differences between financially distressed and highly financially distressed hospitals. *Health Care Management Review*, 46(2), 135-144. In print.
15. Kimsey, L., Apenteng, B., Mase, W.A., Opoku, S.T., Hanna M., Boakye, K., Carhuff, L., **Owens, C.**, Peden, A., Tedders, S. & Whaley, P. (2017). Operational and Financial Performance of Georgia's Critical Access Hospitals. *Journal of Georgia Public Health Association*,7(1), pp.39-41. In print.

#### TECHNICAL REPORTS

\*indicates with students

1. Apenteng, B., Boakye K., Kimsey, L., Mase, W., Opoku, S., **Owens, C.**, & Peden A. Flex Financial and Operational Improvement Grant, 2019-2024 Year Three Report (2022). A report prepared for the Georgia Department of Community Health, State Office of Rural Health.
2. Apenteng, B., Kimsey, L., Opoku, S., **Owens, C.**, Peden A. & Mase, W (2022) 2021 Georgia Critical Access Hospital Employee Engagement Assessment Reports. A report prepared for Putnam General Hospital, Eatonton, GA.
3. Opoku, ST, Apenteng BA, Kimsey LG, **Owens, C.**, Peden A. & Mase, W. (2022) SNAPSHOT: Financial and Operational Performance Benchmarking Report, 2018-2021. **A series of 29 individual reports for 29 hospitals.**
4. Opoku S, Apenteng B, **Owens C.**, Kimsey L & Peden A (2022). Pediatric Needs and Resources Assessment. **A series of 10 reports prepared for 10 Georgia rural hospitals.**
5. Opoku S, Apenteng B, **Owens C.**, Kimsey L, Peden A, Shehaj B\*, Bratton, T\* & Johnson M\* (2022). Colquitt Regional Hospital Community Needs Assessment Report. A report prepared for Colquitt Regional Hospital, Moultrie, GA.
6. Opoku S, Apenteng B, **Owens C.**, Kimsey L, Peden A, Shehaj B\* & Barai, K\* (2022). Jeff Davis Hospital Community Needs Assessment Report. A report prepared for Jeff Davis Hospital, Hazlehurst, GA.
7. Opoku S, Apenteng B, **Owens, C.**, Kimsey L, Peden A, Shehaj B\*, & Mengell, K\* (2022). Jefferson Hospital Community Needs Assessment Report. A report prepared for Jefferson Hospital, Louisville, GA.
8. Apenteng B, **Owens C.**, Kimsey L, Opoku S, Peden A, Shehaj B\*, Barai, K\* & Adewoye, A\* (2022). Effingham Health System Community Needs Assessment Report. A report prepared for Effingham Health System, Springfield, GA.



9. Apenteng B, **Owens C**, Opoku S, Kimsey L, Peden A, Barai K\* & Shehaj B\* (2022). Bacon County Hospital and Health System Community Needs Assessment Report. A report prepared for Bacon County Hospital and Health System, Alma, GA.
10. Kimsey L, **Owens C**, Apenteng B, Opoku S, Peden A, Shehaj B\* & Nikaj A\* (2022). Crisp Regional Hospital Community Needs Assessment Report. A report prepared for Crisp Regional Hospital, Cordele, GA.
11. Kimsey, L, **Owens, C**, Apenteng, B, Opoku S, Peden A & Shehaj, B\* (2022). Clinch Memorial Hospital Community Needs Assessment Report. A report prepared for Clinch Memorial Hospital, Homerville, GA.
12. Kimsey L, **Owens C**, Apenteng B, Opoku S, Peden A, Shehaj B\*, Bratton T\*, Johnson M\* & Nikaj A\* (2022). Morgan Medical Center Community Needs Assessment Report. A report prepared for Morgan Medical Center, Madison, GA.
13. Walker, A., Apenteng, B., **Owens, C.**, Peden, A. Assessment of the Need for Health Services among Farmworkers in Georgia (2022)
14. Apenteng, B., Kimsey, L., Mase, W., Opoku, S., **Owens, C.**, & Peden A. Flex Financial and Operational Improvement Grant, 2019-2024 Year Two Report (2021). A report prepared for the Georgia Department of Community Health, State Office of Rural Health.
15. Shah, G., Opoku, S.T., Apenteng, B., **Owens, C.**, Kimsey, L. & Peden, A. (2021). Behavioral Health Needs Assessment. A report prepared for Pineland Community Service Board.
16. Apenteng, B., Kimsey, L., Opoku, S., **Owens, C.**, Peden, A., & Mase, W. (2021). 2021 Georgia CAH Hospital Employee Engagement Reports. *A series of 4 reports prepared for 4 hospitals.*
17. Opoku., S, Apenteng B, Kimsey L, **Owens, C.**, Peden A. & Mase, W. (2021) SNAPSHOT: Financial and Operational Performance Benchmarking Report, 2016-2020. *A series of 5 reports prepared for 5 hospitals.*
18. Apenteng, B., Opoku, S., Kimsey, L., **Owens, C.**, Peden, A., & Mase, W. (2021). RHC Benchmarking Assessment. Prepared for Atrium Medical Center of Peach County.
19. Apenteng, B., **Owens, C.**, Opoku, S., Kimsey, & Peden, A. (2021). Warm Springs Medical Center Community Health Needs Assessment and Implementation Plan.
20. Kimsey, L, **Owens, C**, Apenteng, B., Opoku, S., Peden, A. & Shehaj Blerta \* (2021). Union General Hospital Community Health Needs Assessment and Implementation Plan.
21. Opoku S, Apenteng, B., **Owens, C**, Kimsey L., Peden, A. & Jochi P\* (2021). Clay County Hospital, Nursing Home and Wellness Center Community Health Needs Assessment and Implementation Plan.
22. Apenteng, B., Kimsey, L., Mase, W., Opoku, S.T., **Owens, C.**, & Peden A. Flex Financial and Operational Improvement Grant, 2019-2024 Year One Report (2020). A report prepared for the Georgia Department of Community Health, State Office of Rural Health.
23. Apenteng, B., Kimsey, L., Opoku, S.T., **Owens, C.**, Peden A. & Mase, W (2020) Georgia Critical Access Hospital Employee Engagement Assessment Reports. **A series of 5 reports for 5 hospitals**
24. Opoku, S.T., Apenteng B., Kimsey L, **Owens, C.**, Peden A. & Mase, W. (2020) SNAPSHOT: Financial and Operational Performance Benchmarking Report, 2014-2019. **A series of 24 reports prepared for 24 hospitals.**
25. Kimsey L., Apenteng, B., Opoku, S.T., **Owens, C.**, Peden, A., & Shehaj, B.\*. (2020). Effingham Senior Living Market Analysis. A report prepared for Effingham Health System, Springfield, GA.
26. Kimsey, L., Apenteng, B., Opoku, S.T., **Owens, C.**, Peden A., Hatchett, D., Ekpo, I., Hizine, M. & Onifade, O\*. (2019). Clinch Memorial Hospital Community Health Needs Assessment. A report prepared for Clinch Memorial Hospital.

27. Opoku, S.T., Apenteng BA, **Owens, C.**, Kimsey L, Peden A., Mase, W., Ekpo, I. Akowuah E., Hizine, M. & Onifade, O\*. (2019). Georgia Rural Hospital Tax Credit: Perspective of Hospital Executives and Community Members
28. Kimsey, L., Opoku. S.T., Apenteng, B., Mase, W., **Owens, C.**, & Peden A. (2019). Environmental Scan and Outmigration Analysis. A report prepared for Wills Memorial Hospital.
29. Peden, A., **Owens, C.**, Hizine, M., & Moore, A\*. (2019). North Central Health District Supervisor Evaluation Results. A report prepared for the North Central Health District.
30. Apenteng, B., **Owens, C.**, Opoku, S. T & Kimsey, L. G (2019). Evans Memorial Hospital Community Needs Assessment Report. A report prepared for Evans Memorial Hospital.
31. Opoku., S.T., Apenteng B., Kimsey LG, **Owens, C.**, Peden A. & Mase, W. (2019) SNAPSHOT: Financial and Operational Performance Benchmarking Report, 2014-2018. **A series of 11 reports for 11 hospitals.**
32. Apenteng, B. A, **Owens, C.**, Opoku, S. T & Kimsey, L. G (2019). Effingham Health System Community Needs Assessment Report. A report prepared for Effingham Health System.
33. Opoku, S.T., Kimsey, L., **Owens, C.**, & Apenteng, B. (2019). Warm Springs Medical Center Community Needs Assessment Report. A report prepared for Warm Springs Medical Center.
34. Marshall, N., **Owens, C.**, Harvey, D., Hizine, M., Onifade, O\*, & Peden, A. (2018). A Resource Guide to Support Community Development Financial Institutions to Address Social Determinates of Health. A report prepared for the Healthcare Georgia Foundation.
35. Apenteng, B., Boakye, K., Hanna, M., Kimsey, L., Mase, W., Opoku, S.T., **Owens, C.**, Peden, A. & Tedders, S. (2018). Flex Financial and Operational Improvement Grant Year Three. A report prepared for the Georgia Department of Community Health, State Office of Rural Health.
36. Opoku S.T., Kimsey, L., **Owens, C.** & Apenteng, B., (2018). Warm Springs Medical Center Hospital Community Needs Assessment Report. A report prepared for Warm Springs Medical Center, Meriwether, GA.
37. Walker, A., Apenteng, B., **Owens, C.** & Peden, A. (2017). Assessment of the Need for Health Services Among Farmworkers in Georgia. A report prepared for the Georgia Department of Community Health, State Office of Rural Health.
38. Apenteng, B., Boakye, K., Hanna, M., Kimsey, L., Mase, W., Opoku, S.T., **Owens, C.**, Peden, A. & Tedders, S. (2017). Flex Financial and Operational Improvement Grant Year Two. A report prepared for the Georgia Department of Community Health, State Office of Rural Health.
39. Apenteng, B., Boakye, K., Hanna, M., Kimsey, L., Mase, W., Opoku, S.T., **Owens, C.**, Peden, A. & Tedders, S. (2016). Flex Financial and Operational Improvement Grant Year One. A report prepared for the Georgia Department of Community Health, State Office of Rural Health.
40. Apenteng, B., Boakye, K., Hanna, M., Kimsey, L., Mase, W., Opoku, S.T., **Owens, C.**, Peden A. & Tedders, S. (2016). Flex Financial and Operational Improvement Grant, Hospital-Specific Performance Assessment Summaries. **A series of 13 reports prepared for the Georgia Department of Community Health, State Office of Rural Health.**
41. **Owens, C.**, McKay, B., Peden, A., & Barron, S.\* (2016). EMS 2020: A Detailed SWOT Analysis of Georgia's EMS System. A report prepared for the Georgia EMS Association.

#### PEER-REVIEWED PUBLISHED ABSTRACTS AND PRESENTATIONS

\*with students; \*\*corresponding author

1. Apenteng, B.A., **Owens, C.**, Opoku, S.T., Akowuah, E., Kimsey, L. & Peden, A (2022). The Georgia Rural Hospital Tax Credit: Successes, Challenges, and Opportunities for Strengthening Rural Health Delivery Systems, March 2022, Virtual.

2. **Owens, C.**; S. Opoku, MBChB, PhD; B. Apenteng, PhD; L. Kimsey, PhD; A. Peden, MPH (2021). The Impact of Addressing Social Determinants of Health by Managed Care Organizations. American Public Health Association Annual Conference, October 2021, Virtual.
3. Apenteng, B\*\*, Opoku, S.T., **Owens, C.**, Kimsey, L., Peden, A. & Mase, W. (2021) Lessons Learned, Promising Practices and Opportunities for Addressing Social Needs of Medicaid Beneficiaries: Perspectives of Medicaid Managed Care Organizations. Academy Health Annual Meeting, June 2021, Virtual.
4. Opoku, S.T\*\*, Apenteng, B., Linda, K., **Owens, C.** & Peden, A. (2021). It Takes a Village: A Descriptive Study of Partnerships between Medicaid Managed Care Organizations and Community-Based Organizations to Provide Whole-Person Care. Academy Health Annual Meeting, June 2021, Virtual.
5. Linda, K.\*\*, Apenteng, B., Opoku, S.T. & **Owens, C.** (2021). Stories from the Field: A Narrative Thematic Analysis of MCOs Efforts to Address Social Needs of Medicaid Enrollees. Academy Health Annual Meeting, June 2021, Virtual.
6. Boakye, K\*\*, Hanna, M., Apenteng, B., Kimsey, L., Mase, W., Opoku, S.T., **Owens, C.**, Peden A. & Tedders, S (2017). Adopting Lean Six Sigma Operational Improvement Principles in Critical Access Hospitals: Lessons Learned from an Academic-Practice Partnership. American Public Health Association Annual Research Meeting, November 2017, Atlanta, GA
7. Mase, W.\*\*, Apenteng, B., Carhuff, L., Hanna, M., Boakye, K., Kimsey, L., Opoku, S.T., **Owens, C.**, Peden, A., Tedders, S. & Whaley, P. (2017). Georgia's Critical Access Hospitals: Financial Performance and Process Improvement. Georgia Public Health Association Annual Research Meeting, April 2017, Atlanta, GA.

## PRESENTATIONS

1. Apenteng B, Adewoye, A. (Student); Opoku S., Kimsey L, Peden A., **Owens, C.**, Mase W., Hospital-Community Engagement, Community Collective Efficacy and Rural Critical Access Hospital Reputation. Georgia Public Health Association Annual Meeting, May 2023, Jekyll Island, GA. (Poster)
2. Adewoye A. (Student), Apenteng B., **Owens C.**, Opoku S., Kimsey L., Shehaj B (Student DrPH candidate), and Peden A., Relationship Between Community Perception of Hospital Covid-19 Response and Future Use. Georgia Public Health Association Annual Meeting, May 2023, Jekyll Island, GA. (Poster)
3. Kimsey L., Apenteng B., Opoku S., **Owens C.**, Bill Mase, and Peden A, Improving Employee Engagement in Rural Georgia Healthcare, Georgia Public Health Association Annual Meeting, May 2023, Jekyll Island, GA.
4. Shehaj B. (DrPH candidate/student), Opoku ST, Apenteng B, Kimsey L, **Owens C.**, Peden A. (2023) An assessment of healthcare barriers and health needs for rural residents. Georgia Public Health Association Annual Meeting, May 2023, Jekyll Island, GA.
5. Shehaj B. (DrPH candidate/student), Kimsey L, Apenteng B, Opoku ST, **Owens C.**, Peden A. (2023) "Improving health outcomes through data collection and visualization. Building healthy rural communities in Georgia", Georgia Public Health Association Annual Meeting, May 2023, Jekyll Island, GA.
6. Kimsey L, Mase W, Opoku ST, **Owens C.**, Apenteng B, & Peden A. (2022) Medicaid Managed Care Organizations and Social Determinants of Health: New and Enhanced Data Highlight Role for Public Health. Georgia Public Health Association Annual Meeting, May 2022, Jekyll Island, GA.
7. Opoku, S.T., **Owens, C.**, Kimsey, L., Apenteng, B. & Peden, A. (2021). Examining the Factors Constraining Medicaid Managed Care Organizations Efforts to Address Social Determinants of Health. American Public Health Association Annual Meeting, October 2021, Denver, CO.

8. **Owens, C.**, Opoku, S.T., Apenteng, B., Kimsey, L. & Peden, A. (2021). The Impact of Medicaid Managed Care Organizations' Efforts in Addressing Social Determinants of Health. American Public Health Association Annual Meeting, October 2021, Denver, CO.
9. Apenteng, B., Opoku, S.T., **Owens, C.**, Kimsey, L., Peden, A. & Mase, W. (2021) Lessons Learned, Promising Practices and Opportunities for Addressing Social Needs of Medicaid Beneficiaries: Perspectives of Medicaid Managed Care Organizations. Academy Health Annual Meeting, June 2021, Virtual.
10. Opoku, S.T., Apenteng, B., Linda, K., **Owens, C.** & Peden, A. (2021). It Takes a Village: A Descriptive Study of Partnerships between Medicaid Managed Care Organizations and Community-Based Organizations to Provide Whole-Person Care. Academy Health Annual Meeting, June 2021, Virtual.
11. Kimsey L, Apenteng, B., Opoku, S.T. & **Owens, C.** (2021). Stories from the Field: A Narrative Thematic Analysis of MCOs Efforts to Address Social Needs of Medicaid Enrollees. Academy Health Annual Meeting, June 2021, Virtual.
12. **C. Owens, MSA**; Assessing the Adoption and Use of Digital Health Tools (DHT) by Primary Care Clinicians Serving Underserved Communities. Assessing the adoption and use of digital health tools (DHT) by primary care clinicians serving underserved communities. National Center for Primary Care at Morehouse School of Medicine. Panel Discussion. September 9, 2021.
13. **C. Owens, MSA**; Rural Georgia: Stronger, Healthier. Georgia Clinical and Translational Science Alliance. Morehouse School of Medicine. April 2021.
14. **C. Owens, MSA**; Changing the Lives of the Underserved, Morehouse School of Medicine – CHAMPS Program. November 2020.
15. **C. Owens, MSA**; Fostering Intentional Change of Rural Health Care, Association of County and City Governments New Commissioner Orientation, Association of City and County Governments. October 2019.
16. **C. Owens, MSA**; Public Health Workforce. 90TH Annual Meeting and Conference, GPHA Career Development Section, May 2019.
17. **C. Owens, MSA**; Reimagining Rural Health Care for Georgians, 10<sup>th</sup> Annual Global Partnership for Telehealth Conference. March 2019.
18. **C. Owens, MSA**; Rural Opportunities - Collaborations Across Health Professions. Augusta University, Medical College of Georgia. March 2019.
19. **C. Owens, MSA**; Choose Rural - What a Great Place to Practice Medicine, *as well as, raise a family and live.....* Philadelphia College of Osteopathic Medicine. March 2019.
20. **C. Owens, MSA**; Georgia Public Broadcasting News: Certificate of Need: Changes to Hospital Approval Process Could Affect Patient Care. January 2019.
21. **C. Owens, MSA**; Two Important Drivers of Health, Social Determinants of Health and Health Equity, The Learning Center of Savannah. February 2018.
22. **C. Owens, MSA**; The Future of Rural Health Care. Association of City and County Governments. June 2018.
23. **C. Owens, MSA**; Educating, Empowering, Serving .....Bridging Theory with Practice. Georgia House of Representatives Economic Development Council. September 2017.
24. **C. Owens, MSA**; EMS 2020: A Multi-Year SWOT and Financial Analysis of Georgia's Emergency Medical Services System. Georgia Public Health Association. April 2017.

25. **C. Owens, MSA**; Georgia's Rural Hospital Stabilization Committee's Hub and Spoke Model... "the right care, at the right time, in the right setting". Georgia Senate Health and Human Services Committee. August 2016.
26. **C. Owens, MSA**; Community Paramedicine ~ A Model for Improving Rural Health. Georgia Composite Medical Board. December 2014.
27. **C. Owens, MSA**; The State of Rural Hospitals, Opportunities and Options. Georgia Chapter of the Chambers of Commerce. December 2014.
28. **C. Owens, MSA**; The State of Rural Hospitals, Opportunities and Options. Georgia Association of County Commissioners. December 2014.
29. **C. Owens, MSA**; The State of Rural Hospitals, Opportunities and Options. Georgia Bar, Advanced Health Care Law. October 2014.
30. **C. Owens, MSA**; State of Georgia's Rural Hospitals and Alternatives for Health Care Delivery. National Organization of State Offices of Rural Health, Region B Conference. August 2014.
31. **C. Owens, MSA**; A Discussion of Progress of Georgia's Rural Hospital Stabilization Committee & the Rural Free-Standing Emergency Room model. Georgia Hospital Association, Rural Center Conference. August 2014.
32. **C. Owens, MSA**; Georgia's Rural Health Care Delivery System and Opportunities to Address the Challenges. Association of County Commissioners, July 2014.
33. **C. Owens, MSA**; Community Paramedicine, a Model for Georgia. Georgia Board for Physician Workforce. July 2014
34. **C. Owens, MSA**; Efforts to Improve Health Care Access to Rural and Underserved Communities. Mercer University, Master of Public Health Program. June 2014.
35. **C. Owens, MSA**; A New Year, A New Resolution for Rural Health Care. Georgia Rural Health Association Annual Conference. January 2014.
36. **C. Owens, MSA**; The State of Rural Georgia's Health Care System and Communities. Georgia's Rural Development Council. May 2013.
37. **C. Owens, MSA**; Rural Health Clinics 101. Georgia's Charitable Care Network. July 2014.
38. **C. Owens, MSA**; The State of Georgia's Rural Health Care Delivery System. Georgia Department of Community Health Board. April 2014.
39. **C. Owens, MSA**; Physician Assistants and Family Nurse Practitioners, Essential Partners in Filling the Gap. National Conference of State Legislatures. August 2013.
40. **C. Owens, MSA**; The Georgia State Office of Rural Health – Illustrating of the Return on Investment. Commissioner Clyde Reese and new Executive Leadership Team. August 2013
41. **C. Owens, MSA**; State and Federal Programs, Here to Help Your Communities. United States Department of Agriculture Southwest Georgia Conference. August 2013.
42. **C. Owens, MSA**; The State Office of Rural Health, the Impact of State & Federal Resources. Georgia Board for Physician Workforce. April 2013.
43. **C. Owens, MSA**; Georgia Farmworker Health, Helping Farmworkers and Saving Health Care Dollars. Governor's Office of Planning & Budget. November 2012.
44. **C. Owens, MSA**; The State of Rural Health Care Access. Georgia Oral Health Summit. August 2012.

45. **C. Owens, MSA**; Georgia's Emergency Room Diversion Project Outcomes. Centers for Medicare & Medicaid Services (CMS) Quality and Technical Assistance Group. July 2012.
46. **C. Owens, MSA**; Opportunities for Recruitment & Retention. Georgia Rural Health Association, Rural Health Clinic Conference. May 2012.
47. **C. Owens, MSA**; The State Office of Rural Health, Programs Increasing Access to Care. Georgia Board for Physician Workforce. April 2012.
48. **C. Owens, MSA**; The State of Rural Health in Georgia and Information Technology. The United States Office of National Coordinator for Health Information Technology Conference. September 2011.
49. **C. Owens, MSA**; Georgia's Health Care System's Readiness of Health Information Technology. Center's for Medicare & Medicaid Services (CMS) Health Information Conference. May 2011.
50. **C. Owens, MSA**; Opportunities and Enhancements Impacting Rural Health Clinics. Georgia Rural Health Association, Rural Health Clinic Conference. May 2011
51. **C. Owens, MSA**; The State of Rural Health and the Return on Investment. Georgia Hospital Association, Rural Center Conference. February 2011.
52. **C. Owens, MSA**; The State of Rural Health. Governor Perdue's Commission on Public Health. October 2010.
53. **C. Owens, MSA**; Georgia's Health Care Infrastructure and Resources Adding Strength. Georgia Department of Community Health's, Health Information Technology Board. August 2010.
54. **C. Owens, MSA**; Georgia State Office of Rural Health & the Return on Investment. State of Georgia Joint House & Senate Budget Committee. February 2010.
55. **C. Owens, MSA**; The Rural Health Landscape and Opportunities for Nursing. Georgia Southwestern School of Nursing. January 2010.
56. **C. Owens, MSA**; The State of Rural Health in Georgia, Resources to Influence Health Improvement. Georgia Rural Health Association. September 2009.
57. **C. Owens, MSA**; The State Office of Rural Health; the Return on the State Investment. Georgia House and Senate Joint Budget Committee. December 2008.
58. **C. Owens, MSA**; Georgia's Rural Health Safety Net - Phase II. Rural Health Safety Net Grantee Conference. June 2008.
59. **C. Owens, MSA**; Georgia's Centers for Medicare & Medicaid Services (CMS) Emergency Room Diversion Program. Georgia Department of Community Health's Emergency Room Diversion Workgroup. June 2008.
60. **C. Owens, MSA**; Georgia's Rural Health Safety Net Program. Georgia Department of Community Health Board. November 2007.
61. **C. Owens, MSA**; Developing a Georgia Rural Health Plan. National Organization of State Offices of Rural Health Annual Conference. November 2007.
62. **C. Owens, MSA**; The State of Rural Health; Resources and Opportunities for Rural Hospitals. HomeTown Health Fall Conference. September 2007.
63. **C. Owens, MSA**; Georgia's Rural Health Safety Net Program. Dr. Betty Duke, Administrator, Health & Human Services, Human Resource Services Administration. August 2007.
64. **C. Owens, MSA**; How to Apply for a Federal Grant for Success! Georgia Rural Health Association's Annual Conference. August 2007.

65. **C. Owens, MSA**; Federal Health Care Resources Creating a Healthier Georgia. Georgia Congressional Aides Delegation. April 2007.
66. **C. Owens, MSA**; The State Office of Rural Health, Strengthening Rural Hospitals. HomeTown Health Spring Conference. April 2007.
67. **C. Owens, MSA**; Primary Care Resources & Opportunities Supporting Georgia's Rural Hospitals. HomeTown Health Fall Conference. September 2006.
68. **C. Owens, MSA**; Georgia's Rural Health Networks at Work. Health & Human Services, Human Resources & Services Administration, Office of Rural Health Policy Conference. August 2005.

## **SERVICE**

### **Department of Health Policy and Community Health, Jiann-Ping Hsu College of Public Health**

1. BS to MPH Ad hoc Committee Fall 2020 – Spring 2021

### **Jiann-Ping Hsu College of Public Health**

1. Promotion & Tenure Committee Fall 2021 – present
2. Research Committee Fall 2019- present
3. Non-tenure Track Ad Hoc Committees Fall 2019- Spring 2021
4. Strategic Planning Committee Fall 2020 – Spring 2021

### **Georgia Southern University**

1. COVID-19 Vaccination PODs Spring 2021
  - a. Runner Team Lead, Armstrong Campus and served two PODs on the Statesboro Campus
2. Grievance Committee 2021 through 2024

### **Community**

1. Rural Hospital (two; names blinded for privacy) testimony for Certificate of Need Hearing Spring 2022
  - a. Subject matter expert regarding rural hospitals
2. HOPE Collaborative – Effingham County Homeless Initiative Fall 2020 - 2022
  - a. Advisor and partner with WellCare Community Connections Program
3. Leaning Center of Savannah – Senior Education Center Spring 2020
  - a. Speaker on Social Determinants of Health
4. Magnolia Coastlands Area Health Education Center Board SWOT Fall 2019
  - a. Co-facilitated with Angie Peden

### **State**

1. Georgia State University, Center for Leadership in Disability, Georgia Disability & Health Advisory Board 2023 - ongoing
2. Georgia Center for Diabetes Translation Research (GCDTR) Advisory Board, Morehouse School of Medicine 2023 - ongoing
3. Georgia Primary Care Association Board of Directors 2022 - ongoing
4. Georgia Rural Hospital Stabilization Committee, appointment by the Honorable Governor Nathan Deal. 2015 – ongoing
5. Statewide Area Health Education Center Primary Care Workforce Committee – prior to 2015 – ongoing

6. Georgia Public Health Association Board Member and Section Chair (2018-2021) & Secretary (2022-2023) for Rural & Primary Care Section
7. Georgia Primary Care Association – Internal Review Board Fall 2017 - ongoing

### **Regional US**

1. Southeastern Telehealth Resource Center Advisory Board Fall 2015 - ongoing

### **National**

1. Federal Grant Reviewer Spring 2019 – Ongoing
2. Rural Healthcare Provider Transition Project (RHPTP) Advisory Committee 2023-2025

### **Professional Affiliations**

1. Member, Georgia Public Health Association, 2015 - Ongoing
2. Member, National Rural Health Association, 2005 - Ongoing
3. Member, Delta Omega Spring, April 2019 – Ongoing
4. Adjunct Faculty, Georgia Southern University, Jiann-Ping Hsu College of Public Health, 2010 - 2015
5. Adjunct Clinical Instructor of Community Medicine for Mercer University School of Medicine – Macon Campus, 2012 - 2013