

Kentucky Chamber
Uniting Business. Advancing Kentucky.

roadmap *through* reform

directing your company through Obamacare

Are you prepared for Obamacare?

IT WAS 2010 when Congress passed the 2,000-page Patient Protection and Affordable Care Act (PPACA or ACA), changing the face of health care as we knew it. Despite a number of attempts to overturn the law and an unsuccessful legal challenge, the ACA is scheduled to be fully implemented January 1, 2014. Although ACA passed more than three years ago, business leaders still tell us they neither understand nor are prepared for the true impact the ACA will have on their business.

With many of the major implementation deadlines looming, our members are asking “what do we do?” and we understand the confusion. Let’s face it – insurance can be complicated. And when you’re trying to wade through the requirements of the ACA, it can often feel like trying to learn a foreign language.

That’s why the Kentucky Chamber has created the Roadmap through Reform – an effort dedicated to educating the business community on the impact of the Affordable Care Act and exactly what it will mean for your business. For many of our small business members, it means business as usual. Businesses with less than 50 full-time employees aren’t required to offer insurance just as they

aren’t today. But that doesn’t mean there aren’t aspects of the ACA implementation that should be considered when making health care decisions in the future.

This Roadmap through Reform is designed to guide you as you make those tough decisions. In this newsletter, you’ll see we’ve provided some important information on the ACA requirements (Health Reform 101) and a chart to help you decide if your company should “Play or Pay.” But our assistance doesn’t end there. We’ve also created a website with more in depth information – specifically an extensive list of Frequently Asked Questions and a community discussion forum for businesses to ask questions and find answers. We even have an advisor on staff to answer your questions at any time.

As always, the Chamber will continue to communi-

cate changes to the health care environment as they happen and act as a resource for you in this Roadmap through Reform effort. In fact, we hope you’ll find that we’ve done the hard work for you – combing through mounds of information to find out exactly what you and your business need to know, providing those critical answers ... in plain English.



Ashli Watts,
Kentucky Chamber
Public Affairs Manager,
Health Care Council

Despite passage over three years ago, businesses tell us they neither understand nor are prepared for the true impact the ACA will have on their business.



➡ [read more: kychamber.com/healthreform](http://kychamber.com/healthreform)

Looking for a health insurance solution? Help is on the way.

IS THE UNCERTAINTY of offering health insurance to your employees causing you heartburn? If so, you aren’t alone.

Chambers of commerce in Kentucky are hearing from members that the Affordable Care Act (federal health care reform) is creating extraordinary anxiety for Kentucky employers and employees. That is why we have spent most of the past eight months developing a health care/health insurance solution for Kentucky businesses and their employees that can take much of the anxiety out of this part of your business planning.

The plan we are developing is being designed to help make providing insurance for your employees easier and to make your costs more predictable.

The plan we are developing is being designed to make providing insurance for your employees easier and costs more predictable year after year. A key component of our plan is to offer an online marketplace for employee benefits similar to what Expedia or Travelocity is for selecting air travel and hotels.

What you should know ...

The following key provisions of the Affordable Care Act will take effect in 2015.

- ➡ Employers with 50 or more full-time equivalent employees (FTEs) must offer health insurance coverage or pay a penalty.
- ➡ To be considered an FTE, an employee must work an average of 30 hours per week. Two part-time employees working an average of 15 hours per week are equal to one FTE.
- ➡ If an employer has part-time employees, their hours will be combined to determine the FTE equivalent.
- ➡ Coverage must be affordable and provide minimum required benefits or a penalty will be assessed.

FOR MORE, SEE HELP ON PAGE 2

**HEALTH CARE
REFORM
STRAIGHT AHEAD**

Health Reform 101

What is an FTE?

An employer's 2015 requirements are determined by its number of full-time-equivalent employees. To be considered an FTE, an employee must work an average of 30 hours per week. Two part-time employees working an average of 15 hours per week are equal to one FTE. This is an important point, because at first glance a company with 48 full-time workers may believe it isn't subject to Play or Pay. However, if that employer has part-time employees, their hours will be combined to determine the FTE equivalent.

How do you know if my health care plan is affordable?

To pass the affordability test, insurance must not cost more than 9.5% of the worker's annual income. Family coverage is not required to meet the affordability test. If it does not meet this affordability standard, employees may receive tax credits to purchase insurance through the exchange.

What is a “grandfathered” plan?

A plan that existed on March 23, 2010 – the day the law was enacted – may be grandfathered. A grandfathered plan is not required to comply with all ACA provisions.

What are minimum required benefits?

The employer-sponsored group health plan must pay at least 60% of the plan's total costs.

Should employers with less than 50 FTEs offer benefits?

There are several factors to consider before deciding if you will offer benefits including costs, potential tax incentives, corporate culture, the competitive environment, industry norms and your company's ability to attract and retain talent.

Is my small business eligible for a tax credit?

Small businesses in Kentucky may be eligible for the new small business tax credit that makes it easier for businesses to provide coverage for their workers and makes premiums more affordable. To qualify, your business must have fewer than 25 employees and average annual wages below \$50,000 and must pay at least half the cost of their employee's health insurance and the health plan offering must meet Affordable Care Act requirements.

What incentives are available?

In 2014 and beyond, eligible employers may receive a tax credit of 50% of the employer's contribution towards insurance premiums; tax exempt businesses may receive 35%. Small businesses with fewer than 100 employees who work 25 or more hours per week on average are eligible for a grant to start a wellness program if they did not have one in place before March 2010.

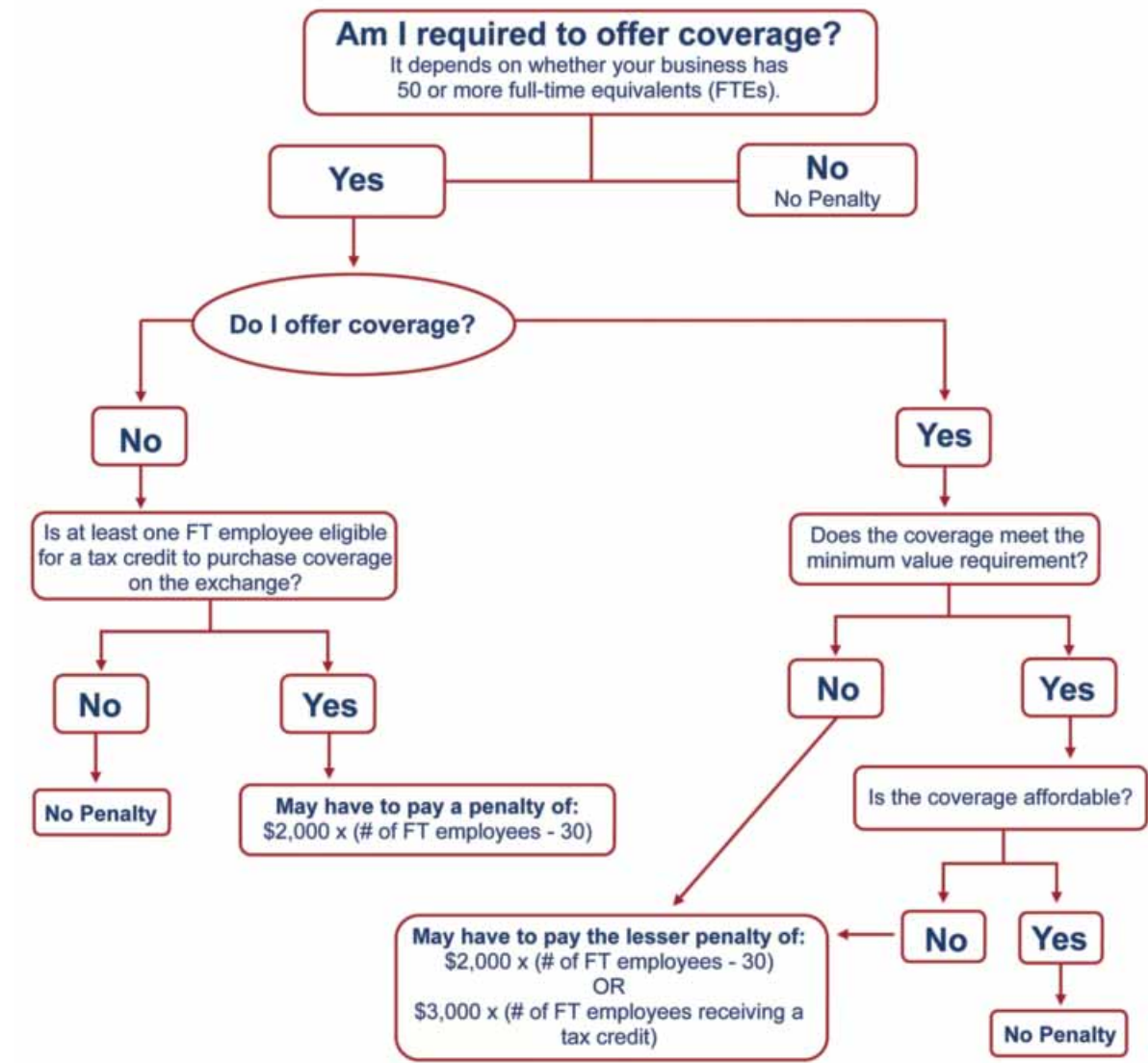
roadmapthroughreform

Play or Pay: Which is right for your business?

THE LARGEST component of the ACA for employers is the “Play or Pay” provision which takes effect on Jan. 1, 2015. Employers with 50 or more full-time equivalent employees (FTEs) must offer health insurance coverage to full-time employees and their dependents or pay a penalty for not offering coverage.

If the employer offers coverage, coverage must be afford-

able and provide minimum required benefits or the employer will be assessed a penalty for not offering affordable coverage. Businesses with 51 or more full-time employees will be fined \$2,000 per employee (excluding the first 30 employees) if they do not offer coverage for employees who average 30 or more hours per week. There is no penalty for part-time employees not offered coverage.



FROM THE FRONT

HELP: Plan designed to provide meaningful health care solutions

Our plan is also being designed to provide meaningful incentives for improving employee health and to allow employees to select ancillary coverage (dental, vision, life, disability, etc.) on an ala carte basis.

Because increasing numbers of chamber members have expressed interest in having access to a choice of health insurance carriers, we have also been working hard to coordinate with Kentucky's major insurance carriers to provide Kentuckians, beginning in January 2014, with the best selection of plan options and network options from which to choose. Our goal is to provide all chamber

members and businesses throughout the Commonwealth a cooperative solution for the biggest HR challenge most employers face today. We will have more details for you this summer.

For now, we wanted you to know we are aware the Affordable Care Act is creating uncertainty in the market and anxiety for employers. We feel it too. While we can't make the health care reform *easy* for Kentucky businesses and employees, we certainly hope to make it *easier*.

We also wanted you to know we are working hard on your behalf toward that end. Help is on the way.

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The ins and outs of the employer mandate

AS PART of the health care reform law beginning in 2014, certain employers with 50 or more “full-time equivalent” employees (FTEs) who do not provide affordable health care coverage may be assessed a penalty if at least one full-time employee qualifies for a premium tax credit and uses it to purchase coverage in the health insurance exchange. Additionally, the law requires employers to provide prescribed health coverage while, at the same time, penalizing some employers who may fail to offer what is defined by the law as “affordable” coverage. The following graphic describes how the employer mandate works.



Who ...

has to offer coverage?

Answer: Applicable large employers.

This means: Only employers with 50 or more “full-time equivalent” employees may be fined for failing to provide coverage to their full-time employees (and their dependants). In determining whether you have 50 or more full-time equivalent employees, you must include the hours worked by your part-time employees.

Or Else ...

what will happen?

Answer: You may have to pay a penalty, which will vary based on whether you offer coverage or not.

This means: The penalty associated with the employer mandate is often called a “free-rider” penalty because it is triggered when an employer’s low-income employee “free-rides” on the federal government to obtain health care coverage. Under the law, low-income employees that do not have access to affordable employer or employer-sponsored coverage that provides the minimum value are eligible for financial assistance from the federal government, in the form of a premium tax credit, to purchase coverage in the newly created exchange. This financial assistance will be available to low-income employees with income between 100%-400% of the federal poverty level (FPL), depending on family status.

What ...

is required to avoid the penalty?

Answer: Affordable coverage that provides minimum value.

This means: The rules are still being finalized, but for coverage to be affordable, the statute requires that for low-income employees — defined as those between 100-400% of federal poverty level — the employee’s portion of the premium for individual coverage cannot exceed 9.5% of his/her household income. Secondly, the plan must pay at least 60% of the costs of covered services.

To Whom ...

must it be offered

Answer: Full-time employees.

This means: A full-time employee, to whom you must offer coverage, is defined as working 30 hours or more a week, averaged over the course of a month. ACA does not require employers to offer dependent coverage.

ACA Key Provisions

Below are a few of the most notable changes, many of which go into effect on Jan. 1, 2014.

- Coverage is available to everyone, regardless of health status or preexisting conditions.
- Young adults up to age 26 can be covered under their parents’ plans.
- Individuals and small businesses can purchase health care coverage through the Kentucky Health Benefits Exchange.
- Lifetime policy limits have been banned and annual limits will be phased out by 2014.
- Plans are required to offer coverage for certain essential benefits.
- Individuals are required to have minimal essential coverage.

Employee benefit statistics



57% of employees in companies with fewer than 50 employees had access to employer-provided medical care benefits.



On average, employers with fewer than 100 employees assumed **63 percent of the cost** of family coverage.



37.4% of employees in Kentucky companies with fewer than 50 employees have access to employer-provided health coverage.



97% of Kentucky companies with more than 100 employees offer coverage.

Source: Bureau of Labor Statistics (2012)

Uniting Business. Advancing Kentucky.

The Kentucky Chamber is the only business association in the state advocating for companies of all sizes and industries across the Commonwealth. The Chamber’s public affairs team works year-round to protect your bottom line.



Dave Adkisson
President & CEO



Bryan Sunderland
Senior Vice President



Chad Harpole
Vice President, Government Affairs



Betsy Dexter
Education/Workforce Manager



Carrie Rogers
Communications Manager



Beverly Standifer
Political Affairs Manager



Ashli Watts
Health Care & Labor Manager



John Cubine
Senior Policy Advisor



Bob Gray
Senior Policy Advisor



Diana Taylor
Senior Policy Advisor

Call or click today to find out how Chamber membership can provide you with:

Access to fellow business leaders, lawmakers, business education and savings programs.

Influence through member businesses and our leadership to advance pro-business legislation and shape the dialogue at the Capitol.

Protection from legislation that stifles growth and hurts your bottom line.



Kentucky Chamber

Delegation of business leaders visit Toronto and Montreal in trade mission

NEARLY TWO DOZEN Kentucky companies and several trade partners joined Gov. Steve Beshear on an international business trade mission to Canada in early June. Kentucky Chamber President and CEO Dave Adkisson joined the delegation which visited Montreal and Toronto.

“This trade mission was an outstanding opportunity for Kentucky businesses – even those that have never exported – to connect with potential partners in Canada and explore possibilities for selling our products to our neighbors across the border,” said Adkisson. “There is a reason Canada is Kentucky’s number one trading partner.”

The delegation also included more than 50 individuals representing more than 20 companies and 11 organizations from across the Commonwealth. The trip was the first mission of the Kentucky Export Initiative, a joint partnership with the World Trade Center Kentucky, the Kentucky Chamber, Kentucky Association of Manufacturers, and the Kentucky Association of Economic Development.

“The Kentucky Export Initiative trade and business mission to Canada is a special opportunity for Kentucky businesses,” said Ed

Webb, president/CEO of World Trade Center Kentucky. “Through prearranged sessions, KEI mission participants will meet one-on-one with Canadian businesses to promote and sell their products and services. These new partnerships will be a win-win for our attendees and for the Commonwealth of Kentucky.”

“Exporting is vital to our economic strength, and it’s crucial we continue to enhance those ties and create long-lasting and prosperous business relationships,” said Gov. Beshear. “This trip is an opportunity to showcase that Kentucky is open for business and offers a wide variety of excellent products and services.”



Kentucky Chamber President and CEO Dave Adkisson participated in the Kentucky Export Initiative Trade Mission to Canada in June along with Craig Richard (GLI), Allan O'Dette, (Ontario Chamber of Commerce), Gov. Steve Beshear, and Bob Quick (Commerce Lexington).

Congressional delegation urged to support Common Core Standards

IN A RECENT LETTER to lawmakers, the Chamber urged Kentucky’s congressional delegation to join the business community in its continued support for the state’s Common Core Academic Standards.

Kentucky was the first state to adopt these new standards and is ahead of the nation on testing student performance and identifying schools where significant improvement needs to be made.

Our schools and teachers are working hard to refine their teaching strategies – work being done at the local level – to deliver the best instruction for our students. Our schools and employers recognize that Kentucky’s success in the global economy depends on the preparation of our students.

The state is at a critical place in its quest for educational excellence, and it is crucial our elected leaders recognize the importance of staying the course with these new standards to help ensure the success of individuals, communities and the entire Commonwealth.

Policy councils working to form 2014 Legislative Agenda

AS THE STATE'S premier business advocate, the Kentucky Chamber of Commerce is a recognized and respected voice at the state Capitol. The Chamber’s diverse business policy initiatives converge upon one goal: a healthy, vibrant Kentucky economy supported by a political climate that encourages and rewards private investment in the Commonwealth and its people. Ensuring that business has a voice in the legislative process, the Chamber works with local business leaders to identify critical trends. As part of its advocacy mission, the Kentucky Chamber’s public affairs team maintains five member-driven policy councils and two advisory/program support committees. These councils are now gearing up to discuss what the top priorities will be during the 2014 Legislative Session. These top priorities will also be based on answers our members submit through our public policy survey which will be delivered via email soon. If you are interested in serving on one of the Chamber’s policy councils, contact Beverly Standifer at (502) 848-8733.

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HEALTH & WELLNESS
John Harryman, President-Northeast Market, Norton Healthcare, Louisville



POLITICAL EDUCATION
Jim Keeton, Government and Environmental Affairs Manager, Kentucky Power, Frankfort

Staff changes at the Kentucky Chamber

AUDREY ALLSOPP has joined the staff of the Kentucky Chamber as a Membership Development Manager who will focus on sales in the Louisville Metro Area. She previously worked as an account manager for WLKY in Louisville. She is a graduate of Drexel University and earned her MBA from Bellarmine University.



Audrey Allsopp

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Kentucky Chamber Vice President of Government Affairs Chad Harpole presents Rep. Fitz Steele with a commemorative Louisville Slugger bat. Steele was one of 12 legislators recognized by the Chamber for “going to bat for Kentucky business.”

Lawmakers recognized for “going to bat” for Kentucky businesses

THE KENTUCKY CHAMBER awarded 12 legislators the 2nd Annual Chamber MVP Award. The legislators, who were recognized for their conspicuous actions to support Kentucky’s business community during the 2013 Kentucky General Assembly, will be presented with a Louisville Slugger bat.

“This legislative session was perhaps one of the most successful I’ve seen in years, and that was due in no small part to this group of legislators. From pension reform to education initiatives to industrial hemp legislation, they fought in unconventional ways for a positive business climate, and this is our way of saying ‘thank you’ to legislators who ‘go to bat’ for Kentucky businesses,” said Chamber President & CEO Dave Adkisson.

In addition to monitoring the progress of bills that directly relate to the strength of the Commonwealth’s business community, the Chamber tracks how each legislator votes on these bills. The Chamber’s MVP award recipients displayed more than just a business-friendly voting record, but also went out of their way, and at times across party lines, to support or oppose an issue critical to the business climate in Kentucky.

		
David Givens	Paul Hornback	John Schickel
		
Robert Stivers	Damon Thayer	Whitney Westerfield
		
Bob Damron	Jim DeCesare	Mike Denham
		
Jim Gooch	Jeff Greer	Fitz Steele

56 principals begin Leadership Institute

FIFTY-SIX KENTUCKY school principals will receive executive-level leadership training as participants in an institute funded by the state’s business community through the Kentucky Chamber Foundation.

The principals were chosen as the class of 2014 (two groups of 28 each) of the Leadership Institute for School Principals that will begin this summer at the nationally recognized Center for Creative Leadership in Greensboro, N.C. It will continue with two follow-up sessions in the fall and early next year at the Kentucky Chamber’s headquarters in Frankfort. Group one will meet for the first time in late June 2013; group 2 will meet in mid-July. CCL is a top-ranked global provider of executive education founded in 1970 that established an education and non-profit section in 1988. Many Kentucky corporations use CCL to provide training for their executives.

Elementary, middle and high school principals from across Kentucky representing both public and private schools applied for the institute; participants were selected by an advisory board made up of business leaders and school superintendents. The institute is being supported by generous donations from businesses across the state.

“We are excited about being able to offer this opportunity to educators in Kentucky,” noted Dave Adkisson, secretary of the Chamber Foundation and president and CEO of the Kentucky Chamber of Commerce. “Employers understand the positive impact of strong leadership in the workplace, and the same is true of schools. That’s why we think it is important Kentucky principals be given executive-level training similar to that provided for corporate leaders.”

The participating principals will attend at no cost to themselves. Tuition and hotel costs will be paid by the Kentucky Chamber Foundation, and each participant will receive a stipend to cover travel and meals. For more information about the Institute, visit principalsleadky.com.

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* Calculation based on 40 employees

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BUSINESS SUMMIT
AND ANNUAL MEETING



Monday, July 22

1 p.m.	Registration	
1:30 p.m.	Business Summit Emcee Bill Goodman, Host and Managing Editor of <i>Kentucky Tonight</i> and <i>One to One</i> , KET	Professor of Chemistry, University of Kentucky; Michael C. Henson, Ph.D. , Professor, Associate Vice President for Research & Dean of the Graduate School, Morehead State University; Kris Kimel , President, Kentucky Science and Technology Corporation; Robert L. King , President, Kentucky Council on Postsecondary Education; and Eugene B. Krentsel, Ph.D. , Associate Vice President of Research & Innovation, University of Louisville
	Welcome and Overview Jim Booth, Kentucky Chamber Chair and President and CEO, Booth Energy	5 p.m. Day one Business Summit concludes
1:40 p.m.	Opening Keynote – Capturing Opportunities and Closing Gaps Edward B. Rust, Jr., Chair and CEO, State Farm Mutual Automobile Insurance Company	Annual Meeting Reception with sponsors
2:45 p.m.	The Future Workforce – the Importance of STEM and Innovation – Evolve or Get Left Behind Connie Harvey, Chief Operating Officer, Commercial Services, Xerox	6:30 p.m. Annual Meeting Dinner Keynote Address: The Obama Administration, Congress and the Future of U.S. Political Parties David Gergen, Washington insider and political analyst for CNN
3:30 p.m.	Dessert Break	9 p.m. Annual Meeting concludes
3:45 p.m.	Valued Research from Kentucky's Postsecondary Institutions John Anthony, Ph.D., Hubbard	

Tuesday, July 23

8 a.m.	Registration and continental breakfast	Kentucky and Dr. Pearse Lyons , President & Founder, Alltech, Inc.
8:30 a.m.	Welcome and Overview Dave Adkisson, President and CEO, Kentucky Chamber of Commerce	1:15 p.m. Dessert Break
8:45 a.m.	Opening Keynote – Kentucky's Coal Economy Jim Booth, President and CEO, Booth Energy and Joseph W. Craft III , President, CEO and Director, Alliance Resource Partners, L.P.	1:45 p.m. The Future of Health Care in America Bruce D. Broussard, President & CEO, Humana
9:45 a.m.	Break	2:45 p.m. Break
10 a.m.	Government Modernization Maurice McTigue, QSO, Vice President for Outreach, Mercatus Center, George Mason University	3 p.m. Closing Keynote Panel – Health Care: ACA and What it May Mean to Kentucky Ruth W. Brinkley, CEO, Kentucky-One Health; Stephen C. Hanson , President & CEO, Baptist Health; Michael Karpf, M.D. , Executive Vice President for Health Affairs, University of Kentucky; and Stephen A. Williams , President & CEO, Norton Healthcare
11 a.m.	Building a Better Government Through Public-Private Partnerships Dave Adkisson, President and CEO, Kentucky Chamber of Commerce	4:30 p.m. Eighth Annual Business Summit concludes
11:30 a.m.	Luncheon Keynote – The Future of Agriculture in Kentucky James R. Comer, Commissioner of Agriculture, Commonwealth of	

BUSINESS SUMMIT SPEAKER COMMENTARY

Government streamlining commission could improve state's business climate

POLICYMAKERS across the country are focused on making their states more appealing to businesses, and Kentucky is no exception. Often this means more than just creating policies that are as “business-friendly” as possible—it means out competing other states for capital and jobs. Many attempt to do this by offering tax breaks, subsidies, and other special privileges as inducements for new businesses. While this can be effective, it can also leave the job creators who are already in place holding the tax bill.

For sustainable economic growth, it is better to have 1,000 local businesses each hire one extra person than to use an incentive to bring in one that may hire 1,000. These local jobs stay because of the permanent and positive business climate, while businesses that have to be enticed may leave when the incentive expires or someone else offers a better deal. Some may even leave town before paying enough in tax revenue to justify the whole process.

In the long-term, the most successful states are those that have developed a culture of “business friendliness” as a central principle in the relationship between government and the business community. This can be done by asking a simple question before making a policy decision: how will this action affect those who are thinking of investing here?

In Kentucky, as in other states, there is no substitute for policy certainty, simplicity, and a low cost of tax and regulatory compliance.

One valuable tool which has worked elsewhere is creating a government streamlining commission to develop ideas for improvement. Such a commission can be



MAURICE MCTIGUE, QSO, is the vice president for outreach at George Mason University's Mercatus Center. He will speak at the Business Summit and Annual Meeting on July 23 at 10 a.m.

multi-purpose—identifying waste, inefficiency, and other policies that unnecessarily restrict growth—or it can focus on a single purpose like improving the economic competitiveness of a state.

It is essential to include experts from outside of government, as one objective is to get new eyes on problems and bring in fresh ideas. Oftentimes new solutions emerge from new perspectives. In particular, streamlining commissions that include members of the private sector can offer insights into improved managerial practices for government organizations, a better focus on results achievement and new sets of best practices.

Streamlining commissions provide invaluable advice on creating a better climate for investors by identifying key barriers to investment, including compliance costs and regulatory hurdles. They can do this because they have to cope with these frustrations every day in their business lives.

In recent years, commissions have recommended reforms in states such as Louisiana, Virginia and California, as well as in local municipalities. And with its low manufacturing costs, abundant resources, and labor force, Kentucky is poised to thrive if it can improve its business climate. A successful streamlining commission can help to do just that, eventually leading to job growth, improved standards of living and the expansion of state businesses.

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Kentucky Chamber

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ANNUAL MEETING

Monday night July 22
5 p.m. Reception | 6:30 p.m. Dinner

featuring Washington insider
DAVID GERGEN

senior political analyst CNN

advisor to four U.S. presidents



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Golf Invitational at Valhalla a success

More than 150 people enjoyed a beautiful day at Valhalla Golf Club on June 10 during the Kentucky Chamber Golf Invitational, presented by Kentucky Employers' Mutual Insurance (KEMI). One hundred sixteen (116) players participated in the tournament, and 16 sponsors were on hand providing food, beverages and promotional items to the players. The top three company teams to place in the tournament were: Curtis Maruyasu America, Anthem Blue Cross and Blue Shield of Kentucky and Vanguard Contractors. View photos from the tournament on the Chamber's Facebook page at facebook.com/kentuckychamber.

BOARD OF DIRECTORS UPDATE

Regan leaving AT&T Kentucky; New chair to be named July 22

Mary Pat Regan, president of AT&T Kentucky, has been appointed assistant vice president of national regulatory AT&T services and is relocating to Chicago. She has resigned as the Chamber's incoming chairwoman for 2013-14 since she will no longer be based in Kentucky. Regan became president of AT&T Kentucky in 2009 and has been an active member of the Kentucky business community, including serving as chairwoman of Greater Louisville Inc.'s board of directors in 2011. The Chamber's incoming chairperson for 2013-14 will be announced on July 22.

Former chairman named Secretary of Education and Workforce by Gov. Beshear

The Kentucky Chamber today congratulated its former Chairman Tom Zawacki on being named the new secretary of the Education and Workforce Development Cabinet by Gov. Steve Beshear. Zawacki retired as General Manager of General Affairs for Toyota Motor Engineering and Manufacturing America (TMMA) in 2009. He served as Chamber Chairman in 2001-2002.

"Tom is an excellent choice for this role," said Chamber President and CEO Dave Adkisson. "His understanding of the workforce's needs is unmatched."



Regan

Xerox and KentuckyONE Health executives named to Chamber's board of directors

Connie Harvey, corporate vice president and chief operating officer of Xerox's Commercial BPO Services group, and Ruth W. Brinkley, FACHE, president/CEO of KentuckyOne Health and Senior Vice President of Operations for Catholic Health Initiatives, have been elected to serve on the Kentucky Chamber of Commerce Board of Directors.

Brinkley has more than 38 years of health care experience working in private and public healthcare organizations, most recently serving as Ascension Health's West Ministry Market Leader and President and CEO of Carondelet Health Network in Tucson, Ariz.

Harvey previously served as Xerox's group president of the Healthcare Payer and Insurance (HPI) group. Prior to this, Harvey was the Managing Director of the HPI group. Harvey's focus is simplifying the way business gets done, so customers can focus on what matters most to them – their business. Her projects have spanned industries and services including manufacturing, distribution and logistics, and business process outsourcing.



Brinkley



Harvey

Upcoming Seminars

Forklift Safety: Train the Trainer
\$299/\$399*
July 30, Lexington

Global Harmonization Systems
\$299/\$399
July 31, Lexington

16th Annual Environmental Permitting & Reporting
\$795/\$995
August 20-21, Lexington

29th Annual Kentucky SHRM Conference
September 25-27, Louisville
Pricing options available online

2014 Legislative Preview: Annual Policy Conference
December 9, Lexington
Pricing available online

OSHA 10 Hour General Course
\$495/\$595
December 10-11, Lexington

OSHA 30 Hour General Course
\$895/\$1095
December 10-13, Lexington

Supervising and Managing People
\$595/\$695
December 11-12, Lexington

3rd Annual Energy Management Conference
\$495/\$595
December 17-18, Lexington

* Price: Member/Non-Member

Register online at kychamber.com

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