



Southern Atlantic Healthcare Alliance

2016 IMPACT REPORT



2015-2016 BOARD OF DIRECTORS EXECUTIVE COMMITTEE

Chairman of the Board – Lawrence H. Chewning, Nash UNC Health Care

Vice-Chairman – Steven E. Eblin, Randolph Health

Secretary / Treasurer – Charles W. Elliott, Jr., Johnston Health

Member-At-Large – Donald Gintzig, WakeMed Health & Hospitals

Past Chairman – Vacant

SAHA STAFF

Bill Bedsole, Chief Executive Officer

Swati Bhardwaj, Director of Operations

Carl Gryczynski, Strategic Services Manager – Contracts

Vacant, Strategic Services Manager

Cindy Nobling, Executive Assistant/Office Manager



A MESSAGE FROM OUR CHAIRMAN OF THE BOARD

Welcome to this year's edition of the Southern Atlantic Health Alliance (SAHA) Annual Impact Statement.

2015/16 was another great year for SAHA, although it was a year marked by a number of changes within SAHA's membership. We were excited when Hugh Chatham Memorial Hospital in Elkin, NC officially became a member of SAHA in January, and then disappointed (but understanding) when Community Memorial Hospital in South Hill, Virginia withdrew after being acquired by VCU in Richmond. There were other changes within our membership as well – Randolph Hospital in Asheboro signed a management services agreement with Cone Health, and both Wayne Memorial in Goldsboro and Lenoir Memorial Hospital in Kinston signed management services agreements with UNC Health. However, I'm happy to report that all three of these members chose to remain in SAHA – a strong testimonial to the value SAHA provides.

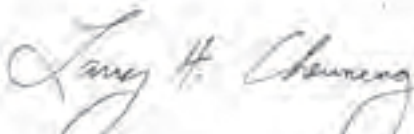
SAHA did a remarkable job of coping with these changes and continued to thrive and provide great value to its members in FY 16. Once again, member utilization of SAHA-negotiated contracts resulted in a return on member investment of over 7 to 1 with aggregate savings for members of more than \$5.6 million. In addition, member participation in SAHA contracts grew by almost 30%, with members realizing savings under 67 individual contracts.

SAHA also continued to provide exceptional networking opportunities for our members. SAHA's team concept, which brings together representatives from the various disciplines from member facilities, coupled with the use of email list-servs, provided members with opportunities to collaborate and openly share questions, ideas, and best practices.

Educational sessions provided through SAHA College also continued to be a major focus, with a total of 27 sessions offered during the year. These sessions enrich our member employees, both professionally and personally, and help provide them with the tools they need to remain compliant with the rules and regulations that we deal with in our industry.

I'm proud to serve as Chair of the Board of Directors of our Alliance. I truly believe that membership in SAHA provides exceptional value, and I have no doubt that SAHA will continue to grow and thrive.

With best regards,

A handwritten signature in dark ink, appearing to read "Larry H. Chewning", is written over a light, circular, textured background.

LAWRENCE H. CHEWNING

2015/16 Chairman of the Board

SOUTHERN ATLANTIC HEALTHCARE ALLIANCE

MEMBERSHIP



Cone Health

Greensboro, NC

GUILFORD AND
ROCKINGHAM COUNTIES

President & CEO:

Terrence B. Akin

(336) 832-7000

www.conehealth.com



Halifax Regional Medical Center

Roanoke Rapids, NC

HALIFAX COUNTY

President: William Mahone

(252) 535-8011

www.halifaxmedicalcenter.org



Harnett Health System

Dunn, NC

HARNETT COUNTY

CEO: Kevin Jackson

(910) 892-7161

www.harnetthealth.org



Hugh Chatham Memorial Hospital

Elkin, NC

SURRY COUNTY

CEO: Paul H. Hammes

(336) 527-7000

www.hughchatham.org



Johnston Health

Smithfield, NC

JOHNSTON COUNTY

President & CEO:

Charles W. Elliott Jr.

(919) 934-8171

www.johnstonhealth.org



Morehead Memorial Hospital

Eden, NC

ROCKINGHAM COUNTY

President & CEO:

Dana Weston

(336) 623-9711

www.morehead.org



Nash UNC Health Care

Rocky Mount, NC

NASH COUNTY

CEO: Lawrence Chewing

(252) 443-8000

www.nhcs.org



Onslow Memorial Hospital

Jacksonville, NC

ONSLOW COUNTY

President & CEO:

Dr. Penney Burlingame Deal

(910) 577-2345

www.onslow.org



Randolph Health

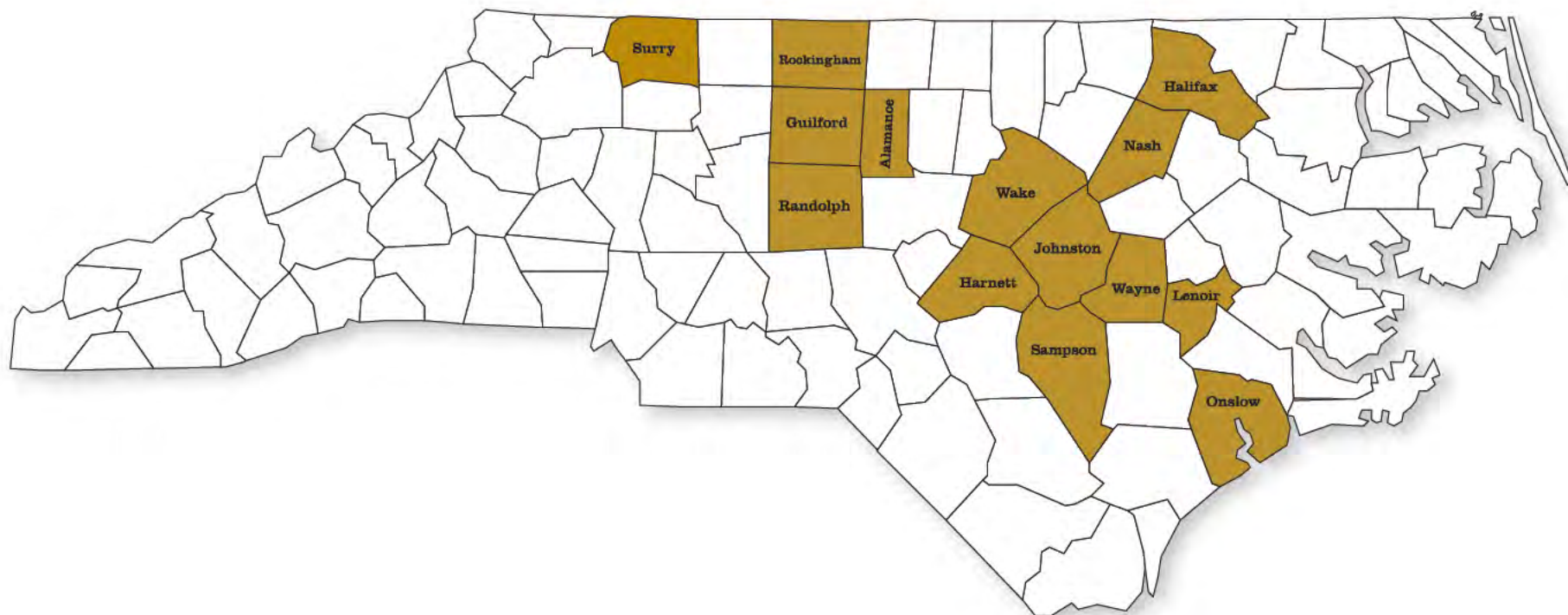
Asheboro, NC

RANDOLPH COUNTY

CEO: Steven E. Eblin

(336) 625-5151

www.randolphhealth.org



Sampson Regional Medical Center

Clinton, NC

SAMPSON COUNTY

CEO: Shawn Howerton, MD

(910) 592-8511

www.sampsonrmc.org



UNC Lenoir Health Care

Kinston, NC

LENOIR COUNTY

President & CEO: Gary Black

(252) 522-7000

www.lenoirmemorial.org



WakeMed Health & Hospitals

Raleigh, NC

WAKE COUNTY

President & CEO:

Donald R. Gintzig

(919) 350-8000

www.wakemed.org



Wayne UNC Health Care

Goldsboro, NC

WAYNE COUNTY

President & CEO:

Janie Jaberg

(919) 736-1110

www.waynehealth.org



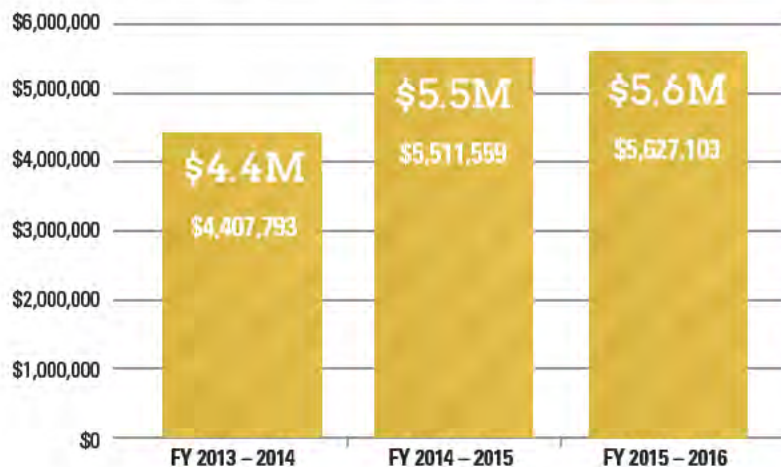
"ACI is a valuable part of our team, they are very knowledgeable and even if you have only one person on site, you are covered by a whole host of individuals to make sure that the work is done and completely and correctly. It's like having an employee that your company is paid to keep on site."

Sarah M. Stokes, Director, Patient Financial Services, Morehead Memorial Hospital

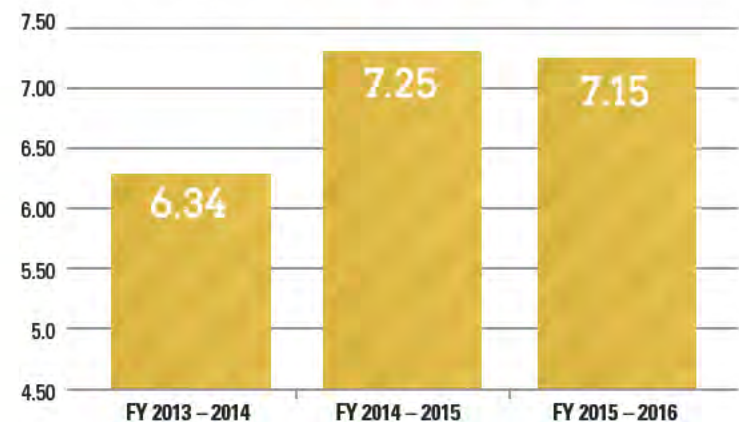
RETURN ON INVESTMENT (ROI)

For FY 16, SAHA members achieved a 7.13 return on investment (ROI), maintaining the strong ROI trend seen in recent years. The expansion of our SAHA contract portfolio through the formation of the Illucient Purchasing Alliance in 2015, continues to provide members access to a larger number of contract opportunities, with over 150 contracts now in the Illucient portfolio. The increased volume potential achieved by bringing the Coastal Alliance members into the equation has also served to allow SAHA members to hit higher discount tiers, resulting in more savings.

SAHA Yearly Membership Savings



SAHA Yearly Membership ROI



CONTRACT HIGHLIGHTS

The depth and breadth of the Illucient contract portfolio gives SAHA members access to a pre-vetted and pre-negotiated array of contracts and savings opportunities. Some of the more notable savings opportunities currently being utilized in the Illucient portfolio include:

Accelerated Claims, Inc.

Accelerated Claims, Inc. (ACI) provides eight SAHA member hospitals with highly efficient motor vehicle accident and workers' compensation account management processes. For this past year, participating hospitals increased cash collections on these complicated accounts and realized aggregated savings, vs ACI's standard rates, of more than \$1.2 million.

BCE Technologies

BCE trains hospital physicians as "coaches" to help them bridge the gap between physician and hospital payment methodologies. The two SAHA hospitals working with BCE have reported contract savings of \$61,677 in addition to realizing increased reimbursement through an increase in their case mix index.

FirstPoint Insight

FirstPoint Insight® offers a complete and comprehensive list of background screening services for employees, volunteers, and vendors, including free Social Security verifications. The eight participating hospitals average 28% savings under the negotiated pricing for these services and have collectively saved \$92,659.

FirstPoint Collections

FirstPoint Collections Resources, Inc. offers best-in-class full-service collections processes that have helped four SAHA member hospitals successfully turn bad debt receivables into cash. SAHA's discounted contingency rate saved participating hospitals over \$110,000 in 2015/16 vs. FirstPoint's standard collection rates.

LandMark

Landmark offers a full range of integrated technology service solutions. SAHA has negotiated 25% – 35% off Landmark's standard rates on both character and per-line transcription. Five SAHA member hospitals currently utilize Landmark's transcription services with total annual savings of approximately \$350,000.

Mediscribes

Mediscribes is an all-in-one workflow solution for computer-assisted coding and clinical document improvement. SAHA has negotiated a 50% discount on all modules and implementation fees. The five current SAHA hospitals that utilize Mediscribes have saved \$388,000.

ShiftWizard

ShiftWizard's web-based staffing software helps hospitals manage and improve complex hospital staff scheduling, allowing hospitals to devote less time to day-to-day staffing issues. Six SAHA hospitals are current ShiftWizard users and are realizing annual savings of over \$82,000.

PracticeMatch

PracticeMatch provides hospitals with access to physician databases, posts jobs on various recruitment sites, allows hospitals to advertise openings to physicians. Interested physicians can respond in a free, secure, and confidential way. Savings of \$67,000 have been realized for the four participating SAHA hospitals.

Additionally, SAHA continues to work to find new opportunities to reduce costs and provide savings for members. Here are some of SAHA's newer contract opportunities.

DJO, LLC

DJO, LLC provides a stock and bill (consignment) arrangement for durable medical equipment (DME) for hospitals as well as any clinics associated with the hospital. With DJOs no hospital cost, and no risk program, Sampson Regional saved approximately \$87,000 last year.

Language Access Network

Language Access Network (LAN) and its Martti (My Accessible Real-Time Trusted Interpreter) touch-screen devices and applications provide access to interpreters trained in the medical field, within seconds, on a 24/7 basis. Current SAHA members realizing savings from this service are Johnston Health, Lenoir UNC Health, Nash Health, Onslow Memorial, Sampson Regional, and Wayne UNC Health, with cumulative savings of \$71,000.

Environmental Safety Professionals

Harnett Health, Johnston Health, Nash Health, and Sampson Regional are currently taking advantage of Environmental Safety Professionals' (ESP) wide range of services, including industrial hygiene and laminar flow services. Their services are discounted from 15% – 30% for our members with reported savings of over \$5,000 for this newly signed agreement.

Utility Management Services, Inc.

Utility Management Services, Inc. (UMS) is one of the largest and most successful utility billing auditing firms in the Southeast. The UMS RATEMASTER proprietary software is used to audit and identify billing errors or overcharges by utility service providers. Under this agreement, SAHA members can benefit from a free transformer assessment as well as a review of the hospital's historical billing studies to identify the most cost-effective opportunities. While the market rate is a 50/50 split of the quantifiable recovered savings, credits or refunds our member hospitals get 60% of the recovery with UMS receiving 40%.

BDM Ltd.

BDM Ltd. is a global international billing and collection service that exclusively collects on foreign medical accounts and travel insurance claims from international travelers. SAHA members have a discounted rate of collections at 23%, a significant reduction from BDM's 30% standard fee.

NEMADJI RESEARCH CORPORATION

Nemadji Research Corporation (NRC) is a leading data analytics, revenue recovery solution that identifies third-party coverage with both government and non-government payers that were previously unknown, undiscovered or underpaid. As a "last-in-line" contractor, they work accounts after all internal and external collections and eligibility efforts have ended. Their results have shown that, typically, a 250- to 300-bed facility would recover from \$350,000 to over \$500,000 of collectible dollars in the first 12 to 18 months of implementation. SAHA members see a reduced rate of 25% from the market rate of 28% off net revenue on hospital payments.

NETWORKING THROUGH SAHA

BUILDING STRENGTH



SAHA supported members by offering in-person team meetings, listservs, conference calls and live webinars. These avenues of communication provide an opportunity to network, build relationships, collaborate, and share best practices. Multi-disciplinary team meetings forge stronger bonds, enhancing communication and teamwork. During the year, several teams met on a regular basis. Among these were Rehab, Radiology, Human Resources, Laboratory, Case Management, Business Office, Pharmacy and Clinical Documentation/Health Information Management.

"The Joint Commission Prep for Infection Control Hot Topics call was extremely valuable. Not only did this call help to validate our expectation that Joint Commission is acutely focused on the high level disinfection process, but it also offered specific examples of items that we need to review internally and spurred conversations across disciplines towards the goal of patient safety and survey readiness."

Krissy Richmond-Hoover Infection Preventionist, UNC Lenoir Health Care

"I always looked forward to our quarterly meetings. The material covered was always current, relevant and very helpful in assisting managers adjust to the forever-changing external environment in the rehab services world. Thanks again for being there."

Anna Jurczynski Martin, Rehab Director, Onslow Memorial Hospital



27 education sessions

Over 100 contact hours (over 20 credits applicable towards Certified Professional in Healthcare Quality certification)

Over 675 attendees from SAHA member hospitals

EDUCATION & KNOWLEDGE SHARING

During FY 16, SAHA delivered educational programs focused on efforts to enhance our member's core mission – delivering quality care to patients. New regulations, electronic health record implementation, alternative payment models, ICD-10 codes and denials, HR laws, and other CMS changes kept healthcare professionals on their toes. SAHA College offered a combination of in-person sessions and online webinars to help members better prepare for these challenges. Some of the core sessions focused on: leadership and personal development, quality improvement and patient safety, and human resource development. Both national and local speakers shared their expertise with both clinical and non-clinical participants.

Here's a Snapshot of SAHA College Sessions Offered:

"Creating a Fair and Just Culture: An Introduction"

"The Big Picture of Healthcare Violence"

"Emergency Preparedness and Best Practices"

"Quality to Dollars at Risk"

"Employment Law Update for 2016"

"Keeping Skills Alive – The Neuroscience of Leadership"

"Wrong Site Surgery Prevention"

"Introduction to Lean"

"Retention of Laboratory Professionals"

"What You Need to Know About Healthcare Data Visualization"

"As a result of what I learned in this session, "I will work on establishing a stronger culture of speaking up. I will also consider some of the ideas shared from other facilities."
Attendee from "Preventing Wrong Site Surgery" session presented by Jenn Fencl, Cone Health

"I will be more aware of my surroundings and the potential dangers that exist in my work area. I have never had the opportunity to participate in an active shooter drill and felt the scenarios were very educational."
Attendee from "The Big Picture of Healthcare Violence: ED & Beyond"

Takeaways – "Valuing my fellow co-workers and developing a trust with them also. The most important change should begin within us in order to see outcomes. We all have strengths as well as weaknesses; we just need to utilize the strengths more."
Attendee from "Inside-out: Transforming Healthcare Begins With You!"

"Engaging speakers who encouraged active participation and provided a comfortable, inclusive environment for sharing. Group activities were excellent to foster relationship building during the event."
Attendee from "Strategies for Working with a Multi-generational Workforce" presented by Joan Evans and Lisa Withers



Top Scorers for the Electronic Quality Measures Quiz presented by Q-Centrix. Congratulations to Sheree Pilgreen from Halifax and Elizabeth Hood from Wayne.

SAHA continues to work diligently with various organizations across the country to purchase pertinent on-demand education sessions, at a discount, and provide them at no charge to members. These on-demand sessions are applicable to various areas of a healthcare facility, including, but not limited to – HIM & CDI, Pharmacy, Rehab, Radiology, Laboratory, Home Care, and Risk Management to name a few. More than of 170 online/on-demand webinars were provided last year. Members have unlimited access for one year after the "live" broadcast.

SAHA's relationship with the Athena Forum for Case Management /Social Work and Nursing professionals continues to provide value to our members. Members have access to over 22 courses and 115 modules through SAHA's agreement with Athena Forum. Courses offered through Athena Forum prepare case management staff for licensure and advanced certification.

GAUGING PERFORMANCE AND PROGRAMS

Satisfaction Survey

To measure how well we are doing, SAHA conducts an annual survey of the membership to help us not only gauge our performance but also identify the needs of our members and solicit their feedback on ways we can better meet those needs. The survey provides the input and feedback critical to our goal of providing value-added services to our membership by identifying and meeting member needs in a timely and relevant manner.

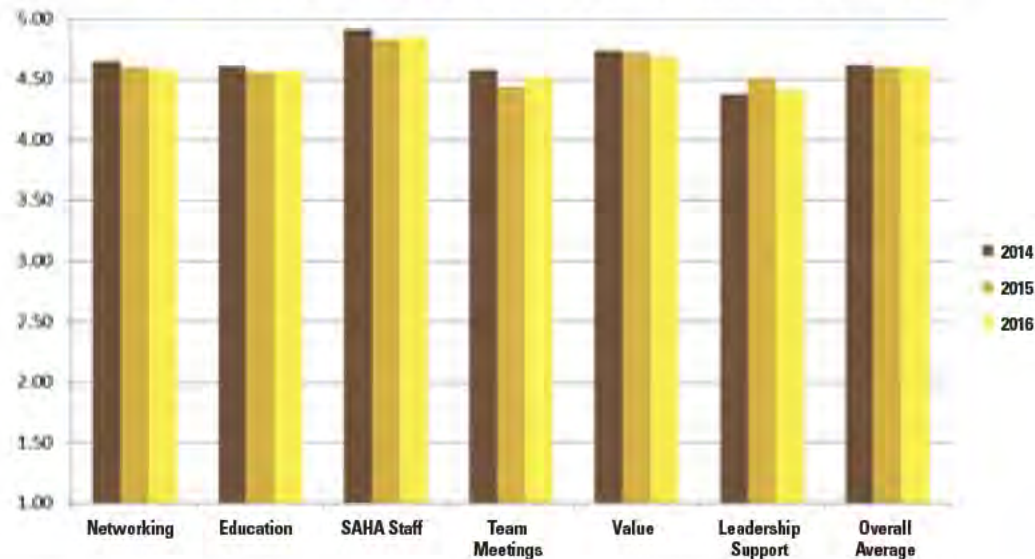
With the scale 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree, participants gave SAHA an overall average score of 4.591 out of 5. SAHA's overall average score, remaining essentially unchanged from last year's score.

The highest ranked statements on the survey are a testament to the professionalism, responsiveness and effective communication SAHA provides for its members. The five top ranked statements were:

Highest Ranked Statements FY 16

STATEMENT	AVERAGE SCORE
SAHA staff are professional, courteous, and respond in a timely manner	4.85
SAHA effectively advertises upcoming programs through emails, listservs, and SAHA website	4.78
SAHA communicates relevant information in a timely manner	4.73
SAHA staff facilitates meetings and educational seminars well	4.73
SAHA is a valuable resource for its members	4.68

Member Satisfaction Survey Trends (FY 2014-16)



In order for SAHA to grow and continue to deliver the value our members have come to expect, it is extremely important for us to look for areas to improve. A look at the statements below where we scored lower than our average in this survey will give us direction going forward in how to better meet member needs. Of note, the score dropped slightly but not significantly regarding the content of meetings being relevant to the member's job. With a diverse professional membership, SAHA will strive harder to provide both targeted education sessions as well as programs that appeal to the general members. Members again ranked leadership support for attending SAHA sessions below 4.50. While this isn't a bad score, it still indicates a need for more direct communication from management in support of travel, time and budget allowances for SAHA-related activities. Members also felt that our SAHA listservs could be more fully utilized. SAHA will encourage the team members to participate and collaborate more frequently using the team listservs.

Lowest Ranked Statements FY 16

STATEMENT	AVERAGE SCORE
SAHA's ability to provide CEUs is valuable to me	4.52
The content of meetings is relevant and helpful to me in my job	4.51
Listservs provided by SAHA are highly beneficial	4.47
My leadership supports and/or encourages me to attend team meetings	4.42
My leadership encourages me to attend SAHA Education sessions	4.34

A MESSAGE FROM OUR CEO

Thanks for taking time to review this year's SAHA Impact Report!

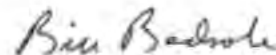
By now, you are undoubtedly impressed with the work that SAHA does on behalf of its members. FY 16 proved to be another solid year for SAHA with our members giving us high marks in return on investment, educational offerings, and networking opportunities.

You may or may not be aware that SAHA is totally funded by the dues that our members pay – there are no administrative fees or rebates or sponsor revenues that flow into our coffers because we endorse or recommend a particular product or solution. What this means for our members is that we (meaning the entire SAHA staff), work for you. We choose and negotiate each contract based on the value it brings to the member – not for any potential ancillary value we might receive by recommending it to our members.

In looking forward, one of our primary goals for next year is to increase utilization in the Illucient contract portfolio. As a reminder, the Illucient Purchasing Alliance is a joint venture between SAHA and the Coastal Carolina Health Alliance which allows the members of each Alliance access to a broader portfolio with more negotiating clout than we would have individually. Together, we've worked hard this past year to develop and round-out that portfolio, but much of the negotiated value is based on utilization, and there are additional savings that can be realized based on the number of members using the service. So, our challenge now is to develop better ways to communicate these savings opportunities to our members. Our members will see a renewed emphasis on email communication of contract opportunities and more frequent team meetings to share, in person, some of these opportunities.

I encourage each of you to take advantage of what SAHA has to offer for its members – contract savings on goods and services, educational offerings through SAHA College, and our unparalleled networking opportunities. Remember – we work for you!

Thank you for your continued support of SAHA!



BILL BEDSOLE
Chief Executive Officer

SKILLS
CUSTOMER
STRATEGIES
PREPAREDNESS

SAVINGS
WORKFORCE NURSING

TECHNICAL
UPDATES
DOLLARS
REHAB
VOLUNTEERS



PROFESSIONAL
MACRA/PQRS

MEMBER
COLLABORATION

SAHA

UPDATE
LAB

GOVERNANCE
COMPLIANCE

IMPACT
SAFETY
PEOPLE

LEADERSHIP
PREVENTION
ACCREDITATION

UPDATES
RETENTION

ONLINE
HEALTHCARE
QUALITY
TECHNICAL
PATIENT

VISUALIZATION

SAHA Mission

To support and strengthen our member hospitals.

SAHA Goals

- To build collaborative relationships between hospitals in the region with the purpose of improving the quality and delivery of healthcare for the patients we serve
- Support and strengthen our member hospitals through collaborative efforts, networking and educational opportunities
- Create value for members by providing validated savings or operational/quality improvement opportunities



Southern Atlantic Healthcare Alliance

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