



# FACTS & FEATURES

## Leading the Way in Pharmacy



*Introducing the Provista Pharmacy Program More supplies. More services. More of what you need.*

Running a successful healthcare business has always been challenging, and in a market plagued by rapidly escalating pharmacy costs and short supply, it's become even tougher. As Baby Boomers enter their healthcare intensive years, the need for inexpensive and uninterrupted access to drugs will grow. That's why more businesses are looking to their supply chain improvement partners for savings that directly benefit their bottom line.

Your membership with the Arkansas Hospital Association (AHA) gives you access to the Provista Pharmacy Program, one of the most innovative and successful committed pharmacy portfolios in the industry offering unparalleled price savings, product availability in response to the drug shortage crisis and pharmacoeconomic support in the form of analytical tools. Based on more than \$20 billion in annual committed purchasing volume, the program delivers industry-leading savings on the vast majority of a healthcare provider's pharmacy needs. Committed AHA healthcare organizations also receive support in identifying, developing and maintaining best clinical practices and patient care outcomes.

The program employs differentiated contracting strategies for each segment of pharmacy spend including branded pharmaceuticals, injectable generics, contrast media, nuclear medicine, plasma products, non-injectable generics, pharmacy support services and automation technologies. Three key components constitute the Pharmacy Program: price leadership, product availability and drug shortages, and pharmacoeconomic and clinical support.

**Price savings aren't a claim. They're a promise.** As the nation's largest, most committed pharmacy program, Provista capitalizes on its industry relationships to negotiate market-best pricing. Plus, the private label — NOVAPLUS®, — allows deeper discounts and rebates. And unlike other programs, prices are monitored on a daily basis with a continuous bid process that holds contract-awarded vendors accountable for changes in the marketplace, so you can rest assured you're receiving the best and correct prices up front.

**NOVAPLUS: Your solution for drug shortages.** Through NOVAPLUS you will get access to the nation's most respected inventory of hard-to-get drugs. This is the only pharmacy program that protects your supplies from others in the marketplace who are trying to buy up all the available inventories.

Members also have access to more than 2,300 NOVAPLUS line items that provide an additional 3-17 percent savings on products identical to supplier-branded products.

For more than a decade, the Provista Pharmacy Program has devoted tremendous resources to help healthcare providers cope effectively and efficiently with drug shortages. Here's how:

- NOVAPLUS, Provista's private label brand:**
- Dedicated inventory of branded/generic injectables susceptible to shortage
  - Customer access offers little interruption of supply during shortage

*Critical drugs with innovative strategies:*

- A unique, first-of-its-kind risk-sharing collaboration to increase production of short- and critical-access drugs for customers
- Over 100 short- and critical-access drugs added to the NOVAPLUS line

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# Combat Computer Vision Syndrome



Maybe your job requires hours of work at a computer. Maybe you like to spend your free time surfin' the Net. Whatever the reason, your body is feeling the effects of spending too much time logged on—tired eyes, headaches, neck pain. Luckily, help is on the way.

## Six Simple Steps to Relief

Here are some simple steps you can take to help minimize the impact of Computer Vision Syndrome:

**Keep blinking.** It washes your eyes in naturally therapeutic tears.

**Remember 20-20-20.** Every 20 minutes, spend 20 seconds looking at something 20 feet away, minimum.

**Get the right light.** Good lighting isn't just flattering – it's healthy for your eyes. So, keep bright lighting overhead to a minimum. Keep your desk lamp shining on your desk, not you. Try to keep window light off to the side, rather than in front or behind you. Use blinds and get a glare screen. Position the computer screen to reduce reflections from windows or overhead lights.

**Monitor your monitor.** Keep it at least 20 inches from your eyes. Center should be about 4 to 6 inches below your eyes. Also, make sure it's big enough and with just the right brightness and contrast. Adjust the screen so you look at it slightly downward and are about 24 to 28 inches away. Adjust the screen settings to where they are comfortable — contract polarity, resolution, flicker, etc.

**Wear those computer specs.** Your doctor can prescribe a pair of glasses just for seeing the computer screen well. If necessary, wear the appropriate corrective lenses while at the computer.

**Talk to your doc.** Have a thorough annual WellVision Exam® by a VSP doctor.



For more information on VSP visit [www.vsp.com](http://www.vsp.com).

## 5 Steps Forward: How to Level the Playing Field with Payors



As costs continue to rise, government reimbursement shrinks, and a greater volume of care transitions to a lower-priced outpatient setting, providers must extract optimal return from managed care contracts. In this rapidly evolving environment, hospitals can't afford to allow revenue sources to go untapped.

Given the inherent challenges in payor negotiations, it's not uncommon to hear comments of exasperation, frustration, and even indifference from hospital executives right here in Arkansas. But when someone says 'we haven't renegotiated that contract in years' or 'we're not sure where the contract is or what its terms are,' this signals an opportunity for portfolio optimization. As you seek to extract greater return from your payor relationships, consider this five-step action plan.

1. Review each managed care contract and identify answers to:
  - a. When was the contract last negotiated?
  - b. When do the current terms renew?
2. Quantify key statistics associated with each contract:
  - a. How much revenue does this payor represent?
  - b. What was the volume utilization by this payor last year?
  - c. How was that revenue and volume distributed across inpatient, outpatient, and emergency care?
3. Conduct internal comparative analytics:
  - a. What payment volatility exists across contracts? What is driving it?

- b. What service lines are most profitable? Most in need of repair?
  - c. What is my realization rate (yield) of the contractual rates?
4. Prepare for active negotiations:
    - a. Are my expected payment models current?
    - b. What time period will we use for negotiation modeling?
    - c. What are the prospective target rates for the top three focal points in this contract?
  5. Collaborate and communicate with internal stakeholders:
    - a. Could organizational change objectives jeopardize revenue due to contract structures?
    - b. Are we considering strategic service line capital investments or physician acquisitions?
    - c. If considering termination, have we spoken with the major employers affected?



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# For Your Hospital: An Automated Accounts Payable Solution

**ControlPay<sup>®</sup> Advanced**  
Automated Accounts Payable Solution



Participating AHA hospitals can easily improve their overall accounts payable process with Commerce Bank and the automated accounts payable card program.

Commerce Bank's ControlPay<sup>®</sup> AP Payments provides operational efficiencies, enhanced controls, detailed reporting, and generates a new, monthly revenue stream. It also provides a potential reduction in receivable expenses for your vendors.

**It's all about you  
and your accounts payable:  
Commerce Bank turns exceptional service  
into "innovation."**

Commerce Bank's definition of effective "innovation" is to balance the latest technologies with an equally important investment in maintaining relationships, customizing high-touch service, finding great talent and formulating best practices that bolster AP automation and revenue share opportunities. Alone, technology and seemingly attractive (but often deceptive) cuts in basis points do not maximize revenue share or improve AP processes: understanding your vendors and their needs, customizing strategic vendor enrollment practices, and engaging in effective communication and a high-touch service model do.

Commerce Bank's experience has taught us this combination best serves the client's revenue share growth and the desired outcome for an AP program. Such investments on our part make it possible for participating AHA hospitals to optimize revenue share, to save resources, to focus talent on other programs, and to simplify its accounts payable processes. Read below to compare how Commerce Bank's investments could measurably enhance your hospital's AP program:

## **Benefits for hospitals include:**

- Reduction in check stock and the associated costs to write checks
- No financial investment to a participating hospital
- Quick receipt of your newly generated revenue stream – paid on a **monthly** basis



- Commerce Bank's Control Pay Advanced<sup>™</sup> reporting platform provides online, real-time transaction management and reporting
- Minimizes fraud risk: Commerce Bank controls your single-use Visa ghost accounts, which are significantly less prone to fraud than checks
- Ongoing recruitment of hospital-specific vendor participation to increase effectiveness and revenue back to hospital
- Reduction in vendor inquiries

## **Benefits for vendors include:**

- Increased cash flow
- Guaranteed funds
- Reduced accounts receivable costs
- No required credit check or credit limit
- Improved cash forecasting
- Increased loyalty from customers
- Increased card transaction volume that creates the opportunity to reduce current card processing fee
- Accessible vendor hotline

For detailed information on Commerce Bank's accounts payable services, contact Tina Creel with AHA Services, Inc., (501-224-7878, ext. 131) or email her at [tcreel@arkhospitals.org](mailto:tcreel@arkhospitals.org).

# Nominate a Physician for the 2014 “Country Doctor of the Year Award”



Does your hospital work with a great country doctor? The kind of physician who still makes house calls and accepts the occasional apple pie or roast turkey for a fee?

If so, he or she may qualify as the 2014 Country Doctor of the Year. Presented by Staff Care, Inc., a national locum tenens staffing firm and a company of AMN Healthcare, the Country Doctor of the Year Award honors the spirit, skill and dedication of America’s rural medical practitioners.

Now in its 22nd year, the Country Doctor of the Year Award has been presented to renowned rural physicians such as Dr. Claire Louise Caudill (now deceased), a legendary Kentucky physician who delivered over 10,000 babies in her career, and to Dr. Elton Lehman, of Mount Eaton, Ohio, who is known for his dedicated treatment of Amish patients, and many others. Past recipients of the award have been featured in numerous national media outlets, including *USA Today*, *People*, *Parade* and *The Today Show*.

As part of the award, Staff Care will provide the 2014 Country Doctor of the Year with a temporary physician for two weeks at no charge, service valued at \$10,000. According to Staff Care President Sean Ebner, rural

doctors often cannot find physicians to cover their practices and so have difficulty taking vacations.

“We hope the award winner enjoys some well-deserved rest” notes Mr. Ebner, “but our real intent is to honor an outstanding country doctor and to shine a light on the great work that rural physicians continue to do even as their numbers dwindle.”

Nominations for the 2014 Country Doctor of the Year Award will be accepted for physicians who practice in rural communities and who are engaged in such primary care areas as general practice, family practice, internal medicine, and pediatrics. Anyone can nominate a physician, including friends, patients, co-workers or family members, and all stories or anecdotes about the physician’s practice are welcomed.

Nomination forms can be downloaded from the Country Doctor of the Year Award website at [www.countrydoctoraward.com](http://www.countrydoctoraward.com), or you may call Staff Care for a nomination form at 800.685.2272. Completed nominations must be received no later than October 21, 2014.

## What if you could eliminate repetitive tasks, leaving time for more meaningful things?

Join us July 17 from 2:00 until 3:30 p.m.

Arkansas Hospital Association

419 Natural Resources Drive

Little Rock

>free Introduction to *care*Learning<

[Click here](#) to download a registration form or

contact Liz Carder, AHA Services, Inc. at 501.224.7878, [lcarder@arkhospitals.org](mailto:lcarder@arkhospitals.org)

# Recruiting & Hiring in Today's Healthcare Environment

## Key Findings

### The Recruiting Environment and Employer Expectations

The U.S. healthcare industry added 208,000 positions last year according to data from the Bureau of Labor Statistics (BLS). Jobs increased at a variety of healthcare organizations including: ambulatory services, hospitals, nursing homes and residential care facilities.

#### Most Healthcare Employers Added Staff in 2013

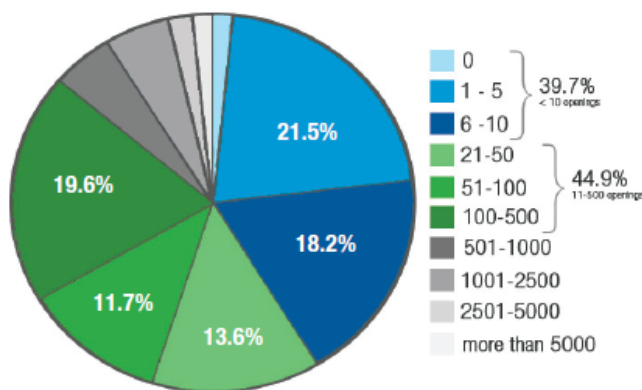
Most of the employer survey respondents were among those who added staff. Slightly more than 84 percent had between one and 500 openings at their facility last year, while only 1.6 percent reported no hiring in 2013.

One to five openings was most common with 21.5 percent of responding employers reporting this level of hiring. This was followed by 101 to 500, six to 20, 21 to 50, and 51 to 100.

#### Expected Hiring Needs and Budgets for 2014

Despite the growing demand for healthcare services, most surveyed employers don't expect to make major changes in 2014 in terms of number of professionals hired or recruiting budget. Responses indicated 46.6 percent of employers plan to hire for about the same number of positions. As illustrated by the accompanying chart, recruiting budgets are expected to follow a similar trend.

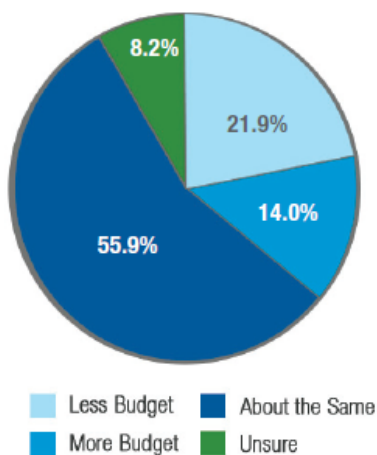
#### How many job openings did your organization have in 2013?



#### How many job openings do you expect in 2014?



#### Expectations for 2014 recruiting budgets



#### Employers Reported Difficulty Finding Qualified Healthcare Professionals

While 55.6 percent of employers don't expect hiring in 2014 to be any more difficult than it was in 2013, 42 percent of survey respondents said finding candidates that fit the position would continue to be the hardest part of their job. Other difficulties routinely encountered include finding enough candidates (13 percent), finding candidates quickly (11.6 percent), and balancing their time with other non-recruitment tasks (10.9 percent).

According to recruitment industry professionals, competition for top performers is a trend that is here to stay. A recent article on ERE.com predicted employers in all industries would have to deal with counteroffers and higher rejection rates this year. In addition, they should prepare to be more aggressive in their recruitment tactics, taking measures to actively pursue the currently employed as well as seek out new recruitment solutions.

[www.healthcareers.com/aha](http://www.healthcareers.com/aha)

## Leading the Way in Pharmacy (Continued from Page 1)

### Additional resources:

- Automated Failure-to-Supply Program
  - Reimburse members for drugs not supplied
  - \$26 million to members since 2008
- Drug Shortage Digest
  - Actionable weekly recap of key updates
- Drug shortage alerts
  - Comprehensive resource for contract and non-contract items



### Clinical and Pharmacoeconomic Support

A full suite of tools gives you a clinical and economic advantage.

Without the proper budgeting, supply need projections and process refinements, all the contract price savings a Group Purchasing Organization offers can mean nothing. That's why it's so important to make data-driven decisions with clinical support and analytical tools. A full suite of pharmacoeconomic tools can help you track and project future spending, identify savings opportunities and manage your bottom line.

Provista provides real-time, actionable tools that allow you and your staff to modify purchasing and clinical decisions. With a steady flow of information to keep you informed about program offerings and changes in the marketplace. The communication tools include Pharmacy Hot Info, the Contract Catalog, contact with account executives, pharmacy supply analysis tools, pharmacy bulletins highlighting pharmacotherapy topics as well as a variety of bulletins on an as-needed basis, and current information on the customers-only Web site, Provistaco.com.

Provista's innovative strategies to encourage the production of life-saving drugs are only one tool to help mitigate the drug shortage problem. Current Drug Shortage Alerts and product availability updates are posted on Marketplace|Procure in the Drug Shortages section of the Pharmacy Program area.

For more information on how to take advantage of this program, please contact Susan Revell, 972.814.5404.

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*care*Learning has a healthcare training program that has all your education tools in one place.

**Check out their three minute video!**

<http://info.carelearning.com>

# HFMA's Live and On-Demand Webinars

[hfma.org/webinars](http://hfma.org/webinars)



## Upcoming Live webinars

Learn about timely healthcare finance topics and earn CPEs. Most Live webinars are free for HFMA members and \$99 for non-members, unless otherwise noted.

**July 16** [Managing Staff Productivity to Maximize Output and Control Costs](#)

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**October 16** [Controlling Costly Physician Preference Items](#)

### [View all upcoming live webinars](#)

*(hold the control key and click link)*

## On-Demand webinars

HFMA provides webinars available one calendar year following the live webinar date and year. Most On-Demand webinars are free for HFMA members and \$99 for non-members, unless otherwise noted.

**Available until January 29, 2015**

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*(hold the control key and click link)*

## Save the Date!

Arkansas HFMA Summer 2014 Conference  
August 20-22, 2014  
Embassy Suites/Convention Center  
Hot Springs, AR

[Register for conference now](#)

### **5 Steps Forward: (Continued from Page 2)**

Leading hospitals in Arkansas have taken these steps and, armed with the key information, had success at the negotiation table with payors small and large. For example, one Critical Access Hospital's assessment of its portfolio revealed that while payment levels were consistent across payor contracts, the peer group average in key areas was 20% higher. This discovery helped to not only increase revenues – by negotiating on the basis of market rates – but protect against potential volatility in the future. While it may have been sufficient in the past to assess performance on a macro level, today's environment demands greater awareness of opportunity and risk. This 5-step action plan – which is suitable for hospitals of all sizes – will put you on the right path for maximizing your managed care portfolio.

Jack Wolf, CPA, MHA, Senior Vice President, Advisory Services, iVantage Health Analytics.

For more information on this program please contact Dan Evans, Account Executive, 207.518.6717, [devans@ivantagehealth.com](mailto:devans@ivantagehealth.com).

# Facing the Challenges of Healthcare Compensation



Healthcare is in a league of its own when it comes to compensation challenges. Healthcare organizations need highly skilled, specialized employees. With the education, skill and experience required for many jobs, there is often a greater demand than supply for these positions. When you employ a highly skilled person who is committed to the vision and mission of your organization, you do not want to lose them. You want to recruit the best, retain the best, and motivate the best to ensure the best quality care and overall experience for each patient.

Retaining your top performers is not an easy task when they have multiple career opportunities. It might be easy if you could simply pay more than the competition. However, it is never that easy. Although quality patient care is the primary focus, and you need the best employees, your organization must remain financially viable. What can you do then, to keep your payroll costs under control and manage your compensation program more strategically?

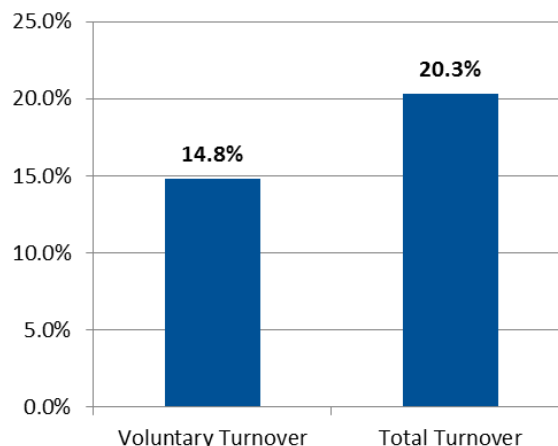
**1) Know your labor market.** In the “Information Age”, your employees have more information about compensation than ever before. It is common for a post on a website to stir up interest about compensation in a manner that causes headaches for your managers. The best way to ease the pain is to have a resource of your own that allows you to respond knowledgeably to questions that are raised. *The 2014 AHA Compensation and Benefits Survey* conducted by Compdata Surveys can be a valuable resource for compensation information. It has aggregated salary data from 74 healthcare organizations in Arkansas that provided salary information on over 300 job titles.

**2) Have a handle on turnover.** Compdata has seen situations in organizations where a turnover analysis of key positions would have raised a red flag about a possible compensation issue. In the *2014 AHA Compensation and Benefits Survey*, the average total turnover rate was 20.3% with voluntary turnover at 14.8%. How does your organization’s turnover compare to these numbers? What about key positions within your organization?

## 2013 Employee Turnover in Arkansas Healthcare Organizations

If your turnover is above average, you may consider conducting a review of the pay for the position compared to the labor market. A slight pay increase may be more cost effective than dealing with the costs and challenges associated with high turnover.

**3) Communicate with your employees.** Find out what both the managers and their staff are saying about compensation. What is the “word on the street” about pay? Also, educate your directors and managers so they understand what goes into setting the rate of pay for a position. This way, they can comfortably answer the questions their staff has about the competitiveness of their compensation.



Source: 2014 AHA Compensation and Benefits Survey

In the current economic environment, compensation in healthcare organizations is going to continue to be a challenge. Arm yourself with accurate data, and plan ahead. Taking the few steps above will help alleviate some of the stress and reactionary decisions that go along with it.

**Would you like expert opinions on your compensation program?** Compdata Consulting, a partner of AHA Services, has qualified consultants that can help your organization reach its goals. Compdata’s consultants are equipped with the largest database of healthcare pay and benefits information in the nation and the expertise to apply that information to your unique situations.

Call (800) 300-9570 to talk to a consultant and find out how we can help you more successfully manage your compensation and benefits challenges.



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