



Mountain Independent Hospital Alliance

"Take care of my future self" I say this often and act accordingly. Doing things today build my future success. that will yield effective gains, save time, prevent re-dos and have lasting meaningful value. A humorous yet small example; I preload my coffee pot every night, so in the morning I just turn it on. This occurs even in the hotel rooms! 😊

I take pride in leading MIHA with the same conviction: "Take Care of Our Future Selves". The MIHA team, tools, and resources offer high value, consultant type services and have yielded great results for our members!

We bring innovation, visibility, agnostic benchmarking, opportunity identification and support member specific opportunities to maximize financial and operational efficiencies. We have purposed to maximize the experts within our resources to be your eyes and hands. We facilitate peer networking and learning from each other. We leverage resources to ensure our future success.

As you read about the great wins of our members, I dare you to also leverage MIHA for your future selves!

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New and Exciting

- BOT's; It's happening in MIHA! Staff Augmentation with Robotic Process Automation (RPA/BOTS)** We have members engaging with a NEW MIHA partner [Absolute Automation](#) who has proven Robotic Process Automations (RPA/bots) services in revenue cycle and other areas. One MIHA members identified these areas for the use of 3 BOTs: GFE, claim denials and charge review. If you can map a workflow process, you can have a bot working. Leveraging technology to augment staff, then they can do more value-added, meaningful work and have a greater job satisfaction! See more use cases page 5.

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Mission

We are a membership collaborative benefitting its members through primarily cost savings, revenue enhancements, education, and best practice.

Vision

To be the primary resource for collaborative financial improvement for its members.

Values

Persistent

We will relentlessly seek solutions.

Adaptable

We will embrace change and challenges to refine and improve.

Having Integrity

We will be honest and true to our values.

Innovation

We will seek to improve ourselves through proactive application of technology and knowledge.

Shared Commitment

We will work towards building collaboration between our stakeholders.

2. **NEW: BroadJump Pharmacy: Solving for High costs of drug prices, variability, price parity**

MIHA is gauging the collective interest of our members to pursue an additional module offered by our current MIHA service partner; BroadJump. To help our members solve for the ever-increasing pharmacy costs and the increased uncertainty in pricing related to shortages, back orders, substitutions, and contract pricing. The BroadJump team is analyzing the member's data and providing line item, NDC level opportunities on a regular cadence with our current trialing member Northern Arizona. They become the pharmacy analysts for your team.

This is fastest-growing module offered by BroadJump. In March of 2023, they had 700 acute care hospitals and 1000 non-acute care facilities utilizing the pharmacy module. This increases benchmarking data for all users. BroadJump's data comes from all wholesalers and spans large IDNs, academic medical centers, small standalone hospitals, and non-acute facilities providing impartial, agnostic comparative data to drive savings initiatives and opportunities. See page 6 for more information.

3. **NEW to the scene, Payer Score Card Services – How are you benchmarking your payer performance today?**

Are you comparing outside of your organization? Can you compare each of your payer's time to pay, volume of denials and types? Do you know if you are getting paid faster or slower than you peers? Members are investigating working with a company called HYVE who is backed by the American Hospital Association to create a Vitality Index/ Payer Score Card that will benchmark payer performance across the country, in your region and across your payers. The tool will bring visibility on a national scale to the performance of payers. Until now performance improvement has been primarily provider/ hospital focused. If you provide your 835/837 data, you will have free use of the score card tool to leverage Payer contract negotiations. Members have stated that the data would be helpful.

NEW MIHA Team Members

In February, we welcomed our Operations Project Manager to the MIHA team. Please welcome Brian "Joe" Biddle! brianbiddle@benefis.org He comes to us from a large independent health system, Kootenai Health. He brings vast knowledge and experience in capital equipment evaluation and purchasing. Most recently he led the contracts department, evaluating contracts for services, best practices & engaging key stakeholders for success.

Last August, we welcomed Diane Larson, MIHA's Executive Assistant to the MIHA team. She brings over 20 years of E.A. experience primarily in healthcare. We very much appreciate her skills in coordination and organization. dianelarson@benefis.org

Successful IN PERSON Lab Peer Gathering April 11, 2023

Seven Lab leaders connected at the MIHA In-Person Lab Peer Network Meeting in Butte, MT. We were joined by Mayo Clinic Labs who presented current value, virtual free education and CEU's offered to all MIHA members. They presented their new proposal to offer four pricing tiers to support financial improvement and value. Participants covered staffing recruitment, retention, productivity and staffing models to meet demand, blood services, variability in reference labs, purchased services, new equipment pros and cons, new regulations and legislative concerns, survey highlights, lessons learned when switching electronic health records, focusing on ability to capture revenue, mental fatigue and wellness of staff and leadership. We will have continued discussion around capturing all billable charges, CPT change education, conduct a productivity

survey, since there is not a model that reflects the work done in the many specialized lab services and with some more automated than others.



MIHA's Curious Question:

Do you have a formal process for projecting precious human capital needs? Capital equipment planning has always been a staple for budgetary planning; age of equipment, life cycle, new service line's needs, costs. How are you strategic in looking at your **human capital plan**?

A lively discussion @ two of our recent MIHA in-person meetings (Imaging and Lab). Members shared wins and ideas helping plan for today and future needs: healthcare career paths, leveraging and partnering with collegiate programs, new non-certified job classes while awaiting boards, Junior high and High school programs with more job specific educational recruitment (such as quick video blips about what is a Lab scientist), job shadows, earn as you learn programs, paid residencies. There have been discussions that healthcare used to be a highly regarded profession and now less students are applying for college programs. How do we tell the story of how rewarding it is in healthcare?

Today more than ever hospitals are thinking outside the box. Now we need to long range plan for our future selves, our future teams, our future patients. See further clarifying questions and discussions within our peer groups and member site visits.

- How do we capture the young workforce and bring them in and showcase career paths in healthcare? Do we partner with our local schools (Jr. High through college) to bring greater awareness to the amazing healthcare profession?
A win at Kootenai; their lab has been included in the junior high science program for years and they go to the school and perform blood typing on the students and co-teach that section with the teacher. Employees today say they remembered that experience and it encouraged them to go into healthcare.
- Are we showcasing healthcare entrants our internal career paths and how we will support their growth? Such as starting entry positions and progression to different roles; CNA's, MA's, Lab Assistants to nursing to providers.

- Are we bringing back retirees to mentor new staff on short hour intervals or bringing back retirees to fill busy hours? A win, inflation has brought retirees out of retirement, and they have vast knowledge to share.
- Are we adding innovative shifts such as school hour shifts to bring back employees with children (9 to 2)?
- Are we pro-actively hiring to address seasonal work needs and high-volume staffing needs or times of year where you see high turnover?
- Innovative benefit offerings? Positions outside of healthcare may have similar wages but may not offer benefits. Our members do this very well.
- How do we raise up the status of healthcare professions?

Here is a great article from this April 2023 edition HFMA magazine discussing innovative proactive staffing approaches. <https://www.hfma.org/operations-management/meeting-healthcares-workforce-challenges-requires-innovation-with-a-dose-of-humanity/>

Upcoming Meetings

IN PERSON May 1 & 2, 2023

MIHA Rehab / Therapy Peer Network Meeting – Best Western Plaza Inn, Butte, MT

IN PERSON May 16 & 17, 2023

MIHA Human Resources Network Meeting – Best Western Plaza Inn, Butte, MT

IN PERSON May 18 & 19, 2023

MIHA Materials Management Peer Network Meeting – Best Western Plaza Inn, Butte, MT

April 19 – 21, 2023

Montana HFMA & MHiMA 2023 Joint Spring Conference

Best Western Grantree Inn, Bozeman, MT

April 17 – 19, 2023

IDN Summit - Supply Chain and Pharmacy Focus

Omni Orlando Resort at Champions Gate, Orlando, FL

REFERENCE

BOT's; It's happening in MIHA! (From page 1)



Service Offerings

Through our partnerships, we have access to:

- UiPath's platform and ability to strategically manage licensing cost as a preferred provider
- All UiPath functionality, including plugins and marketplace options
- EDI connections for more than 700 payers
- Tooling outside of RPA, such as OCR/ML and other advanced technology

Deployed

Submission of Itemized Bills
 Submission of Medical Records
 Charge Entry
 Charge Bundling
 Hospital/Provider Billing
 Supply Chain Vendor Invoicing
 Claim Statusing
 EOB Retrieval
 Payment Posting
 Self-Pay Validation

Developing

Prior Auth Requirements
 Prior Auth Status Checks
 Prior Auth Submission
 Notice of Admission
 Appeals
 Release of Medical Record Requests
 Ventilation Hour Billing

Designing

Coordination of Benefits
 Small Balance Adjustments
 AR Analysis
 Productivity Tool
 Medical Necessity Checks
 Quick Registration via Kiosk Entry
 MOON Alerting
 Out-of-Network Alerting

The strategy is to start with custom workflow automation and evolve to non-commoditized product offerings

REFERENCE

NEW: BroadJump Pharmacy: Solving for High costs of drug prices, variability, price parity (from Page 2)



BROADJUMP

BroadJump's solution suite tailored to pharmacy purchasing allows for complete spend management of therapeutic drug classes, including price parity identification, change reporting, market opportunity identification, automated prioritization of savings opportunities, and a trusted advisor offering experience and support.

Pharmacy Spend Management Solutions

Price Parity Identification

Easily identify products purchased at different prices across your organization, with the ability to focus on instances purchased on different contracts, through different channels, or at specific facilities.

Change Monitoring

Quickly pinpoint drug classes or NDCs that have changed in price or usage and understand the impact to your organization long term.

Market Analysis

Assess your organization's pricing position versus your peers and quantify savings opportunity overall, by therapeutic drug class, manufacturer or specific NDC. Access peer demographics to determine your desired cohort and ensure achievable goal-setting.

NDC Benchmarking and Trend Analysis

Visualize market dynamics for a single NDC or basket of pharmaceuticals, including price trends over time for the market as a whole and within your organization.

Collaborative Project Management

Use Playbook, BroadJump's smart workplan, to track pharmacy initiatives in the context of changing spend and market dynamics. Easily collaborate with stakeholders across your hospitals and within the BroadJump Client Executive team.

Automated Opportunity Prioritization

View prioritized suggestions uniquely curated for your organization based upon your data, your team's preferences and objectives, and the experience of your BroadJump Client Executive.

Automated Savings and Price Tracking

Automatically track savings for completed initiatives based upon parameters specific to that project, or track change for any specified group of products from a custom benchmark date.

Dynamic Reporting

Access all of your purchasing data via an easy-to-use, interactive reporting platform that visualizes change and enables access to invoice level detail.

The BroadJump Benefit

Solution Customization & Opportunity Curation

We know all our clients have individual objectives and preferences, so our solutions are built to fit your needs, whatever they are. Our Client Executive team can help ensure pharmacy opportunities presented to your organization will help you meet your unique goals.

Realistic Approach to Potential Opportunities

All pharmacy applications consider Account Type, Class of Trade, DSH Eligibility, and other factors that may affect pricing, and dynamic filters allow you to further customize reporting.

Impartial, Agnostic Comparative Database

BroadJump's pharmacy data comes from all wholesalers and spans across large IDNs, academic medical centers, small standalone hospitals, and non-acute facilities.

Automated Data Submission

BroadJump receives pharmacy purchasing data directly from your pharmacy wholesaler via secure, automated FTP, requiring no additional effort on your behalf.

Data Aggregation & Standardization

We have the ability to cleanse and enrich data from any source, meaning that BroadJump analytics can combine pharmacy wholesaler and specialty pharmacy data with your medical-surgical purchasing data, ensuring comprehensive analysis across your organization.

We're On Your Team!

Your BroadJump Client Executive works as an extension of your team to truly understand your objectives, ensure you get the biggest possible return for your time and energy investment, and ultimately help you succeed.

MIHA-Provided Tools

1. **BroadJump: Medical Supply SKU level benchmarking, GPO agnostic. Members meet with members Supply chain teams individually and a regular cadence. They review the**

members auto feed supply data; validate if the opportunities identified can be re-negotiated, they provide the opportunities and negotiation data needed to ensure best pricing. Selected by the MM Peer Group **In 2022, 4 members have confirmed savings of \$540,000.**

2. MD Buyline (a symplr company) Capital equipment, quote analysis, vendor benchmarking, service agreement analysis, customer equipment reviews, recall tracker. MD Buyline Team is an extension of your team, providing all the quality, safety, recall and comparative data analytics research for you. Will serve as an extension of your team. MIHA has run 8 products through the tool for members since October, and other members have used it on their own. Selected by the MM Peer group
3. GreenLight (a symplr company): Automated web-based technology platform for Clinical Quality Value Analysis (CQVA) and New Product Request Processes. The GreenLight team is an extension of your team. The team provides all the product level clinical evidence-based research, quality, safety, recall and comparative data analytics. MIHA members are **saving a minimum of 2 hours of research**; in addition, your multidisciplinary team of product reviewers are working simultaneously in the tool, making the process faster (Quality, Infection disease, Finance, etc.). Requesting providers are kept apprised of the progress of their product request electronically (provider customer service). Selected by MM Peer Advisory Group
4. Valify: Visualization into all purchased services / contract spend. Benchmarks Purchase Services Spend across their 2000 plus hospital data pool. ID's compliance and rogue spending, multiple service vendors consolidation opportunities, savings tracking abilities, project management work plans and RFP automation. Valify has been in use at MIHA member hospitals for 5 years. **Newly added value in 2022: Valify has team members meeting on a regular cadence with individual MIHA members and are an integral part of cost savings strategy.** Bringing opportunities through data and providing industry best practices to individual purchased services.
5. Healthcare Business Insights: All things Revenue Cycle, up to date information and Evidence-based best practice research and processes/policies (no surprise billing act). KPI Benchmarking with auto feeds of your data comparing you to your customizable like facilities. People at HBI who are available for all questions and provide back research data. Been in use by MIHA since Revenue Cycle Selection 2018 **Over 360 MIHA members are accessing this tool!**

MIHA Board Members

1. Benefis Health System	Great Falls, MT
2. Billings Clinic	Billings, MT
3. Bozeman Health	Bozeman, MT
4. Campbell County Health	Gillette, WY
5. Kootenai Health	Coeur D Alene, ID
6. Logan Health	Kalispell, MT
7. Northern Arizona Healthcare	Flagstaff, AZ
8. Northern Montana Health Care	Havre, MT
9. St. John's Health	Jackson, WY
10. St. Peter's Health	Helena, MT
11. Sheridan Memorial Hospital	Sheridan, WY

MIHA Members

1. Banner Health/Wyoming Medical Center	Casper, WY
2. Barrett Memorial Hospital	Dillon, MT
3. Beartooth Billings Clinic	Red Lodge, MT
4. Benefis Teton Medical Center	Choteau, MT
5. Benewah Community Hospital	St Marie's, ID
6. Big Horn Hospital Association	Hardin, MT
7. Big Sandy Medical Center	Big Sandy, MT
8. Bitterroot Health	Hamilton, MT
9. Bonner General Hospital	Sandpoint, ID
10. Boundary Community Hospital	Bonnors Ferry, ID
11. Cabinet Peaks Medical Center	Libby, MT
12. Central Montana Medical Center	Lewistown, MT
13. Clark Fork Valley Hospital	Plains, MT
14. Clearwater Valley Hospital	Orofino, ID
15. Community Medical Center	Missoula, MT
16. Crook County Medical Services District	Sundance, WY
17. Frances Mahon Deaconess Hospital	Glasgow, MT
18. Glendive Medial Center	Glendive, MT
19. Livingston Healthcare	Livingston, MT
20. Logan Health Chester	Chester, MT
21. Logan Health Conrad	Conrad, MT
22. Logan Health Cut Bank	Cut Bank, MT
23. Logan Health Shelby	Shelby, MT
24. Logan Health Whitefish	Whitefish, MT
25. Missouri River Medical Center	Fort Benton, MT
26. Mountainview Medical Center	White Sulphur Springs, MT
27. Northeast Montana Health Services	Wolf Point, MT
28. Phillips County Hospital	Malta, MT
29. Powder River Surgical Center	Gillette, WY
30. Powell Valley Healthcare	Powell, WY
31. Rehab Hospital of Montana	Billings, MT
32. Roundup Memorial Healthcare	Roundup, MT
33. Ruby Valley Medical Center	Sheridan, MT
34. St. Luke Community Healthcare	Ronan, MT
35. St. Mary's Hospital	Cottonwood, ID
36. Shoshone Medical Center	Kellogg, ID
37. Steele Memorial Medical Center	Salmon, ID
38. Stillwater Billings Clinic	Columbus, MT
39. Syringa Hospital & Clinic	Grangeville, ID
40. Wheatland Memorial Healthcare	Harlowton, MT

MIHA Service / Vendor Partners	All Services Listed are in Use at a Minimum of one MIHA Member and We Have Negotiated MIHA Collaborative Rates for Services.
Services Partners	Description of Services
Absolute Automations	Automation Services across continuum of Revenue Cycle and Bot technology
Advanced Isotopes of Montana	Nuclear Pharmaceuticals for Radiology/ Imaging Studies
Alvarez and Marsal	Workforce Analytical Assessments, Optimization, Strategic Planning
American Red Cross	Blood Services
Archstone	Accounts Payable (AP) Audit Service
Aspirion	Revenue Cycle TPL/MVA and VA complex claims day 1 and legacy hospital and clinic. 340 Assessments, resources educations
Aya Healthcare	Locums & Contract Staff
Cadre Health	ERTC Recovery, Medicaid Social Services Enrollment Recovery
Carnahan Group	Education and Services around Compliance, provider pay practices, STARK LAW
Centron	Bad Debt Collections, Early Out Collections
Chapman Financial Services MST	Bad Debt Collections
Credit Associates	Bad Debt Collections
Clear Balance (CSI)	Patient Medical Financing- increasing Revenues and patients' ability to pay
Enterprise /National	Nationwide rental car services. Employee, Board and Volunteer Perk
Express Recovery	Bad Debt Collections
FIRM Revenue Cycle	Revenue Cycle Out of State Medicaid claims recovery and physician credentialing
FirstSource/Patient Matters, MASH, Inc.	Medicaid Eligibility, Revenue Cycle Services Denial Audits, Revenue Cycle Services
General Distributing	Medical Gas bulk and cylinders
HIPAAtrek (2023)	An all-in-one HIPAA compliance solution that helps you organize, track, and prove compliance on every level.
HSD Metrics / Exit Right	Exit interviews internal and full terminations, data capture. Offer employee engagement surveys and retention surveys
HYVE (2023)	Price Transparency, Machine readable files, 300 shoppable; services, GFE services
Insights	IT- Infrastructure Re-Seller, IT Hardware re-seller, consultations
Kaufman Hall	Financial Resources to evaluate and assist with Capital review, construction projects, Banking relationships assessments, Cost containment, Education
K-D Enterprises	Rehabilitation Therapy Equipment
Legal Shield	An Identity Theft Protection and Legal benefit the hospitals can offer employees (employee paid) or can be employer benefit

Mayo Medical Lab	Reference Lab, physician advisory, consultation added pain management testing & secondary Lab pricing, education
Med Bridge	Rehabilitation Therapist CEU's & Patient Education Software
Med Shorts	Discount Pharmacy/ drug pricing on short life medications
NXGEN	Merchant Services, credit card processing, online processing
North Idaho Credit	Bad Debt Collections
ProTech Professional Technical Services, LLC	Enterprise Business Skills and IT Skills Training & Consulting
RAM Healthcare	Registry Support- cancer, Trauma, Stroke, Cancer, and Trauma; Clinical Documentation Support/ Education Case Management UR Review; Social Services, Coding/ Billing for Physicians and Hospitals
Savista	Hospital and Provider Coding resources
Toyon and Associates (2023)	Cost Reporting Services and SaaS
Uprise	Revenue Cycle Denials Management tracking software, built in consulting and consulting, Interim leadership, and special project staffing Revenue Integrity
Wakefield	Early Out Collections, Bad Debt Collections, Staffing needs for Insurance and Medicare Billers and Patient Billing Staff
Versa Badge/ Collateral Opportunities	A robust Real Time Location System (RTLS), reducing effort & ambiguity of documenting ED clinician "availability time" for the CMS cost report.
Vital Ware	Price Transparency, ICD – 10 Financial Assessment, Payer Readiness Audits, hospital and clinics, Charge Master Reviews and Software
VPL – Vantage Point Logistics	Freight management and cost savings service. Vendor agnostic, Supply Chain Visibility platform which automates inbound and outbound shipping, unlocks visibility into the status of critical shipments, and identifies ongoing cost-savings opportunities with robust data and analytics. Customers benefit from reduced costs, better insights, and increased transparency and efficiency.
Xtend (Navient Solutions)	Customized Revenue Cycle Solutions, Third Party Customized Solutions – Low Balance / Aged Safety Net / Day 60/90/120 Cash Acceleration, Legacy System Computer Conversion Resolution, Day 1 Customized Outsourcing, Physician Practice Solutions, Self-Pay / Early-Out Services, Self-Pay Technology Solutions to provide support for in-house self-servicing (IVR, Statements, Insurance/Address Scrub, Customized), Mid Revenue Cycle (CDI, CDM, Denial/Appeals Management, Audits, Coding, HIM).
Zync	Zync single sign on. provides the industry's first secure portal to administer, manage and control all payor website access by hospital and physician practice staff. This web application increases the productivity and efficiency to access all payor websites and ensures HIPAA compliance by allowing only authorized users access to ePHI and one-click deactivation of non-authorized personnel.

Education Partners	
Healthcare Business Insights, HBI	Revenue Cycle Academy- E' learning, online CEUs, Certifications, Tracking, onboarding, cross training Best Practice Educations with Rev Cycle KPI Benchmarking Peer group
Medbridge	Rehabilitation Online Therapist CEUs, Patient Education and Marketing Tool
ProTech	Education Services and Microsoft Certified Trainer
Toyon	Cares Act and PRF Education, cost reporting
Cadre Health	ERTC Education
Mayo Clinic	Lab Testing Educations and Patient Care Best Practices
Jackson Lewis (2023)	Compliance with Remote Workforce 2023 and Multistate Employers
Carnahan Group (2023)	Education and Services around Compliance, provider pay practices, STARK LAW, FMV
Symplr	Quality Compliance Education Providers Performance Review Peer Review, FPPE/OPPE. The Tie to Privileges with the New Value Based Payments.
MIHA Investments for our members to use free as part of your membership. Benchmarking Services / Cost Saving Services	
BroadJump	Web-based Medical Supply benchmarking, cost savings software. Benchmark at the SKU level on last price paid. GPO agnostic, savings tracking, reporting. BroadJump serves as an extension of your team, mining your data, providing Cost savings opportunities and all details to assist you in negotiations. In addition, they provide proposal analysis. BroadJump will meet with your team on a regular cadence as an extension of your Materials cost savings team, reviews your specific cost savings opportunities.
Greenlight Medical (a Symplr company)	Web- based: Automation tool and service for Value Analysis and New Product Requests and research, which will streamline your CQVA Process and offer proposal pricing review. It is customizable to your internal processes. The GreenLight Medical Team and tool contain the ongoing research on Quality, Safety, Recall, and Comparable items for your request. Reducing your teams time to complete all the research they are doing currently.
Healthcare Business Insights (HBI) for Revenue Cycle	Unlimited MIHA member access. Evidence based revenue cycle resources offered by Clarivate Revenue Cycle Academy, including independent research, actionable best practices, training for leadership and front-line staff in patient access, health information management, and patient financial services. Revenue Cycle: provides a purpose-driven suite of solutions to address the market problems through advanced tools, valuable information and data that will solve their problems, transform their organizations, and ultimately change lives. Job descriptions, workflows and policies, queries, research Custom KPI Benchmarking across MIHA membership. Board Level, National Benchmarking KPI reports.
MD Buyline (a Symplr company)	Capital equipment, quote analysis, vendor benchmarking, service agreement analysis, customer equipment reviews, recall tracker. MD Buyline Team is an extension of your team, providing all the quality, safety, recall and comparative data analytics research for you. Will serve as an extension of your team.

Valify	Purchased and Contract Services Benchmarking tool, Project management Work Plan, ID of savings opportunities, RFP Templates and RFP tool, Work Plan tracking, Contract notifications, Savings tracker. Valify team is an extension of your team, mining your data and providing feedback to reduce costs and decrease rogue spending.
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