

THE SOURCE®

Q4 2025 | V 19 NO. 4

HEALTHTRUST PERFORMANCE GROUP
DISCOVER THE DIFFERENCE



A BOLD TRANSFORMATION

Duly Health and Care sets a new standard for operational excellence through a strategic partnership with AdvantageTrust

UNLOCKING VALUE

HealthTrust Performance Solutions delivers a unified approach

CELEBRATING EXCELLENCE

HealthTrust 2025 Member Recognition Award Recipients



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Editorial Contributions:

Clinicians and staff within HealthTrust member facilities are invited to share their expertise as part of upcoming stories. Readers are also invited to suggest other experts for interviews or article ideas for publication consideration. Preference is given to topics that represent:

- * Performance improvement or clinical initiatives that exemplify industry best practices
- * Innovation, new technology, insights from data and analytics
- * Positive impacts to cost, quality, outcomes and/or the patient experience
- * Physician Advisor expertise

Contact Faye Porter at faye.porter@healthtrustpg.com with suggestions. (Note: HealthTrust reserves the right to edit all articles and information accepted for publication.)

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HealthTrust Performance Group (HealthTrust) is a healthcare performance improvement organization owned and operated by health systems and dedicated to strengthening provider performance and clinical excellence through an aligned membership model and advisory solutions that leverage expertise, scale and innovation. Headquartered in Nashville, Tennessee, HealthTrust serves approximately 1,800 hospitals and health systems in the U.S. and the United Kingdom, and more than 85,000 non-acute sites of care, including ambulatory surgery centers, physician practices, long-term care and alternate care sites. HealthTrust has been recognized as a Top Workplace in Middle Tennessee for three consecutive years. Content ©2025 by HealthTrust. All rights reserved. No part of this publication may be reproduced, in any form, without prior written permission from HealthTrust.



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Members: While every effort is made to approve advertisements that only contain products and services on contract with HealthTrust, the websites referenced in paid supplier ads are generally public facing and, therefore, may contain items outside of what is part of the HealthTrust portfolio. Contact your organization's supply chain leader or HealthTrust Account Manager, or reference the contract package within the Member Portal for more information on contracted products and services.

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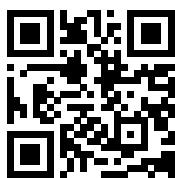
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Phone: 610-247-0730
Email: shall@medicom.com



A Lasting Impact

Our industry recently lost a brilliant mind and contributor. **Michael Berryhill** passed away on August 27, 2025, surrounded by loved ones, after a courageous battle with pancreatic cancer. Not only was this a profound loss for a family saying goodbye to a beloved husband, father, son and brother, but for me personally, it hit hard. My relationship with Michael transcended that of a trusted business partner—it also developed into a treasured friendship.

After meeting Michael in 2006, I walked away thinking what a great colleague and fit he would be at HealthTrust. When I transitioned from my role as the organization's Chief Operating Officer (COO) to its President and CEO in 2012, Michael came to mind as the ideal candidate to serve as our next COO. In 2013, Michael and his family relocated from Texas to Tennessee and he joined our team. For more than 12 years, Michael was a presence of calm and reason as he shared both his wisdom and his expertise in operations, strategic sourcing and connecting people. I admired how he advocated for our members and for the people who reported to him. He lived our values and was a champion for culture as well as for HealthTrust's committed business model.

The message echoed by each person who spoke at his celebration of life or who wrote a note on his online board was that Michael was a mentor and friend to many and he was known for always doing the right thing. He leaves behind an incredible legacy to all of those who were fortunate enough to share their personal life or a part of their professional life with him.

While the void left by Michael's passing is significant, it is dwarfed by how much he contributed to all of us—both personally and professionally. Rest in peace, our brother.

Even greater resolve

On the heels of an amazing HealthTrust University Conference themed "GRIT"—Greater Resolve and Innovation for Tomorrow—we look forward to continuing to support our members in the most impactful way. Grit has been a part of HealthTrust's DNA over the last 26 years as we have adapted, evolved, demonstrated resolve, embraced innovation and created the solutions that our members needed most to get through difficult times.

Our experience and past performance have sharpened our reflexes, strengthened our judgment and enabled us to expand our capabilities. In addition, the recent organizational changes outlined below enable us to flex, adapt and build best-in-class teams and programs to help our members meet the industry's next wave of challenges.

Full-scale performance solutions

Effective September 1, we combined our portfolio of various analytics and consulting services into one unified Performance Solutions team that comprises Clinical Services, Clinical Data Solutions, Medical Device Management, Advisory Services, Special Operations and Logistics Solutions.

Reporting to HealthTrust's Chief Medical Officer, **Aashish Shah**, M.D., JD, the Performance Solutions team continues and accelerates our commitment to providing differentiated services that complement our highly aligned, clinically focused model. Under Dr. Shah's guidance, this unified team will help our members achieve even greater clinical alignment and performance. (See article on page 16.)

Evolving to best meet providers' needs

Connecting sourcing expertise with clinical excellence and operational insight is one of our key industry differentiators. As we continue building HealthTrust for "what's next," we will expand our capabilities to serve as a bridge between financial strategy and clinical reality—increasing understanding between physicians, supply chain teams and operators and aligning them on shared goals. The HealthTrust difference is we are even better positioned to innovate, evolve and align the organization with market demands and growth initiatives.

We look forward to navigating the complex healthcare landscape with even greater resolve and innovation for tomorrow. Thank you for your continued trust in us. ●




Ed Jones,
President/CEO
HealthTrust Performance Group
Publisher, *The Source* magazine

EXPLORE PERFORMANCE SOLUTIONS

Take your organization to the next level. Read more on pages 16–20 or contact your HealthTrust Account Manager to start the discussion.

The 2025
HealthTrust
Member Award
recipients share their
stories, beginning
on page 30.



HONORING THE LIFE & LEGACY OF

Michael L. Berryhill

September 10, 1965 - August 27, 2025

HealthTrust Chief Operating Officer, April 2013 - September 2023
President of GPO Operations, October 2023 - August 2025



**Michael's legacy will forever inspire those who
had the privilege to know and work with him.**

Known professionally for his expertise in sourcing, operations and connecting people. Remembered as a fierce negotiator and a strong advocate for both members and colleagues.



HEALTHTRUST
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Making the Case for Value

While the industry has shifted in recent years to a focus on value-based purchasing, I will profess that I've always been a value evangelist. Throughout my more than 25-year career in healthcare, I have served in executive roles leading health plans, health systems and nationally scaled providers. As I share a few observations from the culmination of my years in seemingly different roles, suffice it to say: The lessons learned are pretty much the same.

Financial risk is not accountability | The highest and best use of risk is to defer to the provider to know what to do best and to eliminate burdens in the way of doing so effectively. It's about freedom to perform. An appropriate risk design assures that if an incorrect decision is made, risk provides a swift, certain and proportionate response.

Physicians as partners | An effective risk strategy turns physicians from mere participants to partners, requiring financial skin in the game. Understanding the cost implications of medical decisions and holding our providers accountable to those decisions is an obligation on the part of hospitals, IDNs and health plans. We have data that provides the greatest understanding of this space, yet there are still doctors with little to no understanding of how cost or reimbursements work. The industry can't continue to see providers as a means to growth without a commensurate understanding of what is high-quality growth.

Alignment of incentives | The most mature model of aligned incentives is fee-for-service. Value-based care really isn't about aligned incentives; it's about shifting risk. Therefore, in order to control unfettered, uncoordinated specialty care and services (as well as their related sites of care), the focus and investment should be in primary care. This means identifying the singular provider best equipped to address high-quality referrals, avoid chronic breakdowns and manage the inappropriate site of care

usage—primary care. Continue to pay specialists well, but pay primary care providers (PCPs) better.

Mature data and reporting | Those most likely to give away their risk are those least likely to have mature data integration and reporting. There are unlimited "partners" willing to offer risk but unable (and some unwilling) to provide the most fundamental reporting to monitor and measure risk performance. Notably, many national, risk-based PCPs have data sets and platforms far greater than their payer counterparts. This is a natural setup for failure as outlined in the previous paragraph.

Connecting the dots | Organizational alignment is key. The CEO, CFO, COO and CMO must all be in lockstep. Neither cost containment, quality improvement or better outcomes can be achieved without this integrated view. It is clinical financial decision-making. Across the U.S., hospitals and health systems continue to look for ways to deliver more value to patients, to payers and to their bottom lines. One way to

uncover hidden value is by integrating supply chain and clinical operations through formal cost, quality and outcomes programs. For those struggling with how to do so effectively, HealthTrust can help you bridge that gap. ●



Aashish Shah, M.D., JD
Senior Vice President &
Chief Medical Officer
HealthTrust Performance Group



YOUR TURN

Read more about performance improvement solutions from HealthTrust on page 16 and then reach out to let me know how we can assist your organization. In the meantime, stay well.



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Next-level Rx

Rethinking your approach to pharmacy services



Rising pharmaceutical expenses, persistent shortages, shifting regulations, workforce hurdles and the growth of non-acute care are just some of the mounting pressures facing today's pharmacy decision-makers.

To stay positioned for success, pharmacy must move beyond cost containment and embed itself in broader system planning. Success depends on close alignment with financial and clinical leadership, as well as data-driven methods that strengthen care delivery and sustain momentum.

Across distribution, policy, partnerships and insights, the Pharmacy team at HealthTrust helps members navigate this dynamic landscape. Three examples are featured here.

1 Strengthening pharmacy distribution networks

HealthTrust's five-year pharmacy distribution contract, valued at nearly \$17B, is the largest in our portfolio and a cornerstone of our pharmacy strategy. The agreement aids both acute and non-acute providers, ensuring a reliable flow of medications and reinforcing stability across the continuum of care.

Strategic distribution:

- ▶ Assists health systems in planning
- ▶ Reduces variation
- ▶ Strengthens overall performance

Distribution has shifted from a logistical role to a strategic lever for controlling rising drug expenditures, particularly as specialty therapies account for a growing share of pharmacy spend. A strong procurement framework allows health systems to balance the goals of both managing resource allocations and capturing value through more efficient purchasing.

Resiliency is equally critical. Ongoing shortages, global manufacturing dependencies and supply chain disruptions highlight the need for stable, flexible networks. By leveraging HealthTrust's contract, organizations can reduce volatility, align distribution with enterprise approaches and protect patient care during uncertain times.

“A strong distribution network isn't just about moving products—it preserves access to critical medicines for patients, utilizes distributors' evolving core competencies & leverages trusted supplier relationships. Member value is maximized based on emerging needs as well as changes in continuum of care. Should disruptions occur, it has the flexibility to adapt.”

Troy Larsgard, MPA—Senior Director, Pharmacy Contracts, HealthTrust



Continued on page 10

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Continued from page 8

“Through our renewed agreement with OptumRx, HealthTrust secures a PBM partnership that delivers unmatched advantages for our members. When you read the news about PBMs, everyone is asking for what we already provide. We’re committed to working every day to deliver that value.”

Young Fried, PharmD—Senior Vice President, Business Development & Pharmacy, HealthTrust



Navigating 340B complexity

2 HealthTrust recently hosted members for a 340B Summit, bringing together covered entities, manufacturers and wholesalers to discuss the evolving 340B landscape. Nearly 30 participants joined panels and breakout sessions on timely topics during the two-day event in San Antonio.

Few programs are as vital or as intricate as 340B. Ongoing legislative and regulatory activity continues to reshape eligibility, rebate models and compliance requirements, creating significant uncertainty for hospitals and health systems.

Benefits of effective 340B program management:

- ▶ Mitigate rising drug prices
- ▶ Stabilize operations
- ▶ Reinvest savings into patient care
- ▶ Sustain services that might otherwise be at risk

“Despite its challenges, the 340B program is essential for providing a healthcare safety net for vulnerable patient populations.”

Chris Yoder, MHA, BBM—Director, 340B Program, HealthTrust



For pharmacy leaders, the challenge is twofold: keeping pace with shifting standards while also realizing the program's monetary and operational advantages. Success often hinges on strategies such as educating staff and executives, fostering collaboration across clinical and financial teams, and partnering with trusted third-party administrators.

When managed effectively, 340B does far more than ensure compliance. Strong oversight can offset rising drug costs and stabilize operations, allowing entities to reinvest savings into patient care and sustain essential services that might otherwise be at risk. In today's economic climate, the program remains a lifeline for both organizations and the communities they serve.

Enhancing the PBM experience

3 HealthTrust recently renewed its agreement with OptumRx as the exclusive pharmacy care services partner for its membership. The collaboration pairs OptumRx's national network and home delivery capabilities with enhanced resources, including mobile technology, dedicated service departments and performance analytics—providing members greater visibility into utilization and overall spend.

Optum Rx tools for pharmacy leaders:

- ▶ Align benefit management with systemwide goals
- ▶ Strengthen formulary oversight
- ▶ Prepare for the increasing importance of specialty therapies

Key offerings of the renewed agreement:

- ▶ Clinical management plans such as the Emerging Trends Program, which excludes drugs with excessive price tags and limited clinical value
- ▶ GLP-1 utilization programs that reduce waste by limiting initial fills to 30 days or requiring three months of retail fills before a 90-day supply
- ▶ Non-Specialty Drug Utilization Management Portfolio to ensure clinically appropriate use of high-priced medications and encourage affordable alternatives

On the care management side, the **HIV Personalized Rx Counselor Program** delivers targeted pharmacist support to improve adherence, reduce risks and close care gaps. **Optum Specialty Pharmacy Solutions**—including Specialty Benefit Optimization, Specialty Control Utilization Management and Split Fill programs—provide further oversight by shifting drugs, when appropriate, from the medical to the pharmacy benefit, tightening clinical controls and reducing waste for patients beginning advanced therapies. ●

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Safe & Secure

HealthTrust's Security Information Protection Agreement updated to address AI



In a world where hospitals and health systems remain at risk for ransomware attacks, HealthTrust is committed to protecting its members and their data. In fact, a majority of the organization's contracted suppliers are required to sign a Security Information Protection Agreement (SIPA) to do business with the HealthTrust membership. This legally binding document outlines the minimum cybersecurity expectations for the suppliers and their products, and aims to safeguard any type of data HealthTrust members expect to be kept confidential.

The focus on data protection doesn't end after an agreement is signed. "A SIPA is the start of a conversation," says HealthTrust's Director of Security Sourcing, **Marc Sammons**. "We continue to

explore new ways to keep products safe and secure and want to stay in the loop as suppliers address the security of existing and new product lines."

As medical products evolve with the integration of artificial intelligence (AI), it's important for hospitals and health systems to know the risks. For example, some manufacturers in the imaging space are using AI to help identify what is being depicted in a given image and guide the clinical staff to diagnose and make recommendations on how to move forward with care. AI is also being used to transcribe conversations between the care team and a patient, feeding the information directly into the patient record.

HEALTHTRUST HAS YOU COVERED



1 Dedicated to ensuring proper security safeguards are in place through the SIPA

2 Prepared to evolve its legal terms in response to digital transformations & trends, partnering with suppliers & relaying member feedback

3 Involved in cybersecurity movements & represents members, ensuring proper security concerns are voiced

AI updates to contract templates (including SIPAs)

While AI offers many benefits, given the correlation between AI and data, Sammons explains that “HealthTrust members should understand the specific type of AI used across their facilities and what suppliers are doing with their information.”

To help guide these discussions, rest assured, HealthTrust has you covered! HealthTrust is updating its contract templates to have AI-specific language that requires suppliers to:

Disclose any use of AI technology in their products

Obtain permission from members to use AI technology in their solution with a member's data

Implement practices to safeguard AI technology against cybercriminals

The SIPA currently outlines that suppliers are not permitted to do anything with member data that has not been approved. “While these conversations are already happening between members and suppliers, we want to call out AI specifically in the SIPA and in other templates, so a conversation gets hyperfocused when it needs to,” says Sammons.

Industry involvement

The SIPA is just one of many ways HealthTrust defends the membership. “Colleagues on the Security Sourcing team are also part of larger groups at the federal level, including the U.S. Food and Drug Administration (FDA), where we represent the HealthTrust membership and raise security issues,” shares Sammons. Specifically, the team plays an active role with the Health Sector Coordinating Council’s Cybersecurity Working Group and it is also involved with the Health-ISAC (Information Sharing and Analysis Center).

Together, these organizations collaborate on how to protect against cyber threats, which are growing in complexity—in part because of AI technology. “It’s no longer about the person behind the keyboard,” says Sammons. “It’s about the program the person behind the keyboard is using.” With cybercriminals leveraging more sophisticated tools to detect flaws and launch ransomware attacks, efforts to protect HealthTrust members’ healthcare data and networks remain critical and ongoing. ●

“The focus on data protection doesn’t end after an agreement is signed. A SIPA is the start of a conversation. We continue to explore new ways to keep products safe & secure, & we want to stay in the loop as suppliers address the security of existing & new product lines.”

Marc Sammons, Director of Security Sourcing, HealthTrust



BY THE NUMBERS

70 different vendors have signed SIPAs with HealthTrust since 2017

1,800+

acute care & 75,000 non-acute care facilities are protected by HealthTrust’s SIPA

HEALTHTRUST SIPA

Stay on top of changes to HealthTrust’s SIPA with contracted suppliers through updates in *The Response* newsletter and/or the HealthTrust Member Portal or contact marc.sammons@healthtrustpg.com for more information.

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Vice President, National Accounts

Joseph.Cannon@octapharma.com

WARNING: THROMBOSIS, RENAL DYSFUNCTION and ACUTE RENAL FAILURE

Please see accompanying Highlights of full Prescribing Information for additional important information.

- Thrombosis may occur with immune globulin intravenous (IGIV) products, including octagam® 10%. Risk factors may include: advanced age, prolonged immobilization, hypercoagulable conditions, history of venous or arterial thrombosis, use of estrogens, indwelling vascular catheters, hyperviscosity, and cardiovascular risk factors.
- Renal dysfunction, acute renal failure, osmotic nephropathy, and death may occur with the administration of Immune Globulin Intravenous (Human) (IGIV) products in predisposed patients. Renal dysfunction and acute renal failure occur more commonly in patients receiving IGIV products containing sucrose. Octagam® 10% does not contain sucrose.
- For patients at risk of thrombosis, renal dysfunction or renal failure, administer octagam® 10% at the minimum infusion rate practicable. Ensure adequate hydration in patients before administration. Monitor for signs and symptoms of thrombosis and assess blood viscosity in patients at risk for hyperviscosity.

Important Safety Information

Octagam® 10% is contraindicated in patients who have a history of severe systemic hypersensitivity reactions, such as anaphylaxis, to human immunoglobulin. Octagam® 10% contains trace amounts of IgA (average 106 µg/mL in a 10% solution). It is contraindicated in IgA-deficient patients with antibodies against IgA and history of hypersensitivity. In patients with chronic ITP, the most serious drug-related adverse event reported with octagam® 10% treatment was a headache. The most common drug-related adverse reactions reported in >5% of the subjects during a clinical trial were headache, fever, and increased heart rate.

Please see accompanying Highlights of full Prescribing Information for additional important information.

*Store octagam® 10% for 36 months at +2°C to + 8°C (36°F to 46°F) from the date of manufacture. Within this shelf-life, the product may be stored up to 9 months at ≤ +25°C (77°F). After storage at ≤ +25°C (77°F) the product must be used or discarded.

HealthTrust Contract #4861

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Date of preparation: 11/2023. GAM10-0452-PAD

octapharma

HIGHLIGHTS OF PRESCRIBING INFORMATION

These highlights do not include all the information needed to use Octagam 10% safely and effectively. See full prescribing information for Octagam 10%.

Octagam 10% [Immune Globulin Intravenous (Human)] liquid solution for intravenous administration

Initial U.S. Approval: 2014

WARNING

THROMBOSIS, RENAL DYSFUNCTION AND ACUTE RENAL FAILURE *See full prescribing information for complete boxed warning*

- Thrombosis may occur with immune globulin intravenous (IGIV) products, including Octagam 10%. Risk factors may include: advanced age, prolonged immobilization, hypercoagulable conditions, history of venous or arterial thrombosis, use of estrogens, indwelling vascular catheters, hyperviscosity, and cardiovascular risk factors.
- Renal dysfunction, acute renal failure, osmotic nephropathy, and death may occur with the administration of Immune Globulin Intravenous (Human) (IGIV) products in predisposed patients. Renal dysfunction and acute renal failure occur more commonly in patients receiving IGIV products containing sucrose. Octagam 10% does not contain sucrose.
- For patients at risk of thrombosis, renal dysfunction or renal failure, administer Octagam 10% at the minimum infusion rate practicable. Ensure adequate hydration in patients before administration. Monitor for signs and symptoms of thrombosis and assess blood viscosity in patients at risk for hyperviscosity.

INDICATIONS AND USAGE

- Octagam 10% is an immune globulin intravenous (human) liquid preparation indicated for the treatment of chronic immune thrombocytopenic purpura (ITP) in adults; and for dermatomyositis (DM) in adults.

DOSAGE AND ADMINISTRATION

For intravenous use only.

Indication	Dose	Initial Infusion rate	Maintenance Infusion Rate (if tolerated)
Chronic ITP	1 g/kg daily for 2 consecutive days	1.0 mg/kg/min (0.01 mL/kg/min)	Up to 12.0 mg/kg/min (Up to 0.12 mL/kg/min)
Dermato-myo-sitis	2 g/kg divided in equal doses given over 2-5 consecutive days every 4 weeks	1.0 mg/kg/min (0.01 mL/kg/min)	Up to 4.0 mg/kg/min (Up to 0.04 mL/kg/min)

- Patients with dermatomyositis are at increased risk for thromboembolic events; monitor carefully and do not exceed an infusion rate of 0.04 mL/kg/min.
- Ensure that patients with pre-existing renal insufficiency are not volume depleted; discontinue Octagam 10% if renal function deteriorates.
- For patients at risk of renal dysfunction or thrombotic events, administer Octagam 10% at the minimum infusion rate practicable.

DOSAGE FORMS AND STRENGTHS

Solution containing 10% IgG (100 mg/mL)

CONTRAINDICATIONS

- History of anaphylactic or severe systemic reactions to human immunoglobulin
- IgA deficient patients with antibodies against IgA and a history of hypersensitivity

WARNINGS AND PRECAUTIONS

- IgA-deficient patients with antibodies against IgA are at greater risk of developing severe hypersensitivity and anaphylactic reactions to Octagam 10%. Epinephrine should be available immediately to treat any severe acute hypersensitivity reactions.
- Monitor renal function, including blood urea nitrogen and serum creatinine, and urine output in patients at risk of developing acute renal failure.
- Falsely elevated blood glucose readings may occur during and after the infusion of Octagam 10% with testing by some glucometers and test strip systems.
- Hyperproteinemia, increased serum osmolarity and hyponatremia may occur in patients receiving Octagam 10%.
- Hemolysis that is either intravascular or due to enhanced red blood cell sequestration can develop subsequent to Octagam 10% treatments. Risk factors for hemolysis include high doses and non-O-blood group. Closely monitor patients for hemolysis and hemolytic anemia.
- Aseptic Meningitis Syndrome may occur in patients receiving Octagam 10%, especially with high doses or rapid infusion.
- Monitor patients for pulmonary adverse reactions (transfusion-related acute lung injury (TRALI)).
- Octagam 10% is made from human plasma and may contain infectious agents, e.g. viruses and, theoretically, the Creutzfeldt-Jakob disease agent.

ADVERSE REACTIONS

Chronic ITP: The most common adverse reactions reported in greater than 5% of subjects during a clinical trial were headache, fever and increased heart rate.

Dermatomyositis: The most common adverse reactions reported in greater than 5% of subjects during a clinical trial were headache, fever, nausea, vomiting, increased blood pressure, chills, musculoskeletal pain, increased heart rate, dyspnea, and infusions site reactions.

To report SUSPECTED ADVERSE REACTIONS, contact Octapharma at 1-866-766-4860 or FDA at 1-800-FDA-1088 or www.fda.gov/medwatch.

DRUG INTERACTIONS

The passive transfer of antibodies may:
Confound the results of serological testing.
Interfere with the immune response to live viral vaccines, such as measles, mumps, and rubella.

USE IN SPECIFIC POPULATIONS

- Pregnancy: no human or animal data. Use only if clearly needed.
- Geriatric Use: In patients over age 65 or in any person at risk of developing renal insufficiency, do not exceed the recommended dose, and infuse Octagam 10% at the minimum infusion rate practicable.

Revised: July 2021-

Medical Affairs:

usmedicalaffairs@octapharma.com

Tel: 888-429-4535

Drug Safety:

For all inquiries relating to drug safety, or to report adverse events, please contact our local Drug Safety Officer:

Tel: 201-604-1137 | Cell: 201-772-4546 | Fax: 201-604-1141 or contact the FDA at 1-800-FDA-1088 or www.fda.gov/medwatch.



octapharma

Unlocking Value

HealthTrust Performance Solutions delivers a unified approach

When complexity becomes the norm and margins grow thinner, healthcare organizations need more than good intentions—they need precision, speed and results. Traditional cost management strategies aren't enough anymore to drive performance. Today's environment demands a proactive approach—one that anticipates what's coming and prepares organizations to meet it head-on. Scaling unit cost control through operational performance is imperative.

HealthTrust Performance Solutions was born from this urgency, bringing together the strengths of well-known and trusted capabilities—unified under one umbrella. The goal? To deliver measurable, sustainable value through clinically integrated strategies grounded in real-world operational expertise.



Why the reorganization matters

The decision to unify these services under Performance Solutions was driven by a desire to better serve HealthTrust members through our experience, technology and insights. It's about meeting member needs comprehensively, not transactionally. This unified structure reflects a "one team, one vision" mindset, with business advisors aligned around member success.

Two HealthTrust executives—**Aashish Shah**, M.D., Chief Medical Officer, and **Rich Philbrick**, Chief Customer Officer—were instrumental in the consolidation and evolution of Performance Solutions.

"The healthcare industry is in the midst of an unprecedented squeeze play. It's not just labor shortages; it's increasing costs & changing reimbursement. And it's forcing a conversation about protecting margins as value-based care evolves."

Dr. Aashish Shah



"This reorganization is both structural and philosophical. It reflects HealthTrust's commitment to clinical alignment, physician engagement and a broader, more collaborative approach to solving member challenges," he explains. "By consolidating these highly effective programs, HealthTrust is accelerating its ability to show up as one cohesive offering—delivering value that's promised and proven."

This shift also reinforces HealthTrust's identity as an operator-led performance improvement organization. Philbrick shares, "At our core is a GPO purposefully built to empower the supply chain and maximize value for providers. With experts from every discipline collaborating to ensure operational alignment, we're uniquely positioned to anticipate needs and execute with precision."

"HealthTrust's strong and growing contract portfolio remains foundational and is still incredibly important," adds Philbrick.

Clinically aligned performance improvement model

Owned and operated by seven health systems, HealthTrust brings a unique perspective to performance improvement. Members of the Performance Solutions team have held hospital and health system roles in service line and clinical leadership, administration, supply chain and more. That shared history informs every custom-developed solution.

"Performance Solutions is about going further—ensuring members achieve the full value of the contracts in the HealthTrust portfolio."

Rich Philbrick



"All the recommendations we offer and decisions we make are first and foremost about safety and efficacy," says Dr. Shah. "We don't shy away from cost, but those decisions are made with the operator environment in mind, centered around questions such as: How does the decision fit into your daily operations? Does it conflict in any way? What are the challenges or blind spots?"

"Think of Performance Solutions as the turbocharger on an engine," says Dr. Shah. It enhances performance by simplifying complexities through an understanding of the interdependent systems to drive results.

How HealthTrust is different

"As margins tighten and revenue opportunities decrease, hospitals need cost containment *and* strategic optimization. And, this is where Performance Solutions delivers," explains Philbrick.

Defining operator advantage

- A proactive, clinically aligned performance improvement model
- An understanding of how everything comes together
- Operational expertise that helps implement solutions that yield sustained results
- Backed by a deep understanding of change management, because transformation doesn't occur without it

Continued on page 20



Performance Solutions is anchored by a four-pillar philosophy

HealthTrust's highly-effective legacy programs recently aligned under one structure to better meet the needs of healthcare providers. The Performance Solutions team engages with members to impact four key areas:



01

Clinical integration

Informed by clinical evidence & designed to support alignment that delivers optimal patient outcomes, HealthTrust solutions connect clinical insights with operational and financial strategy, reducing complexity & variation. This enables a provider's team to focus on care delivery in a way that meets both quality & cost goals.

02

Financial performance

HealthTrust helps healthcare organizations capture hidden value & align spend decisions with what affects their missions in the most impactful way. All solutions are designed to optimize purchasing & cost controls while supporting long-term financial health. By bringing structure & visibility to spending, Performance Solutions converts inefficiencies into margin & aligns procurement strategies with enterprise objectives.

03

Strategic alignment

True performance improvement requires aligned leadership. HealthTrust brings clinical, financial & operational leaders together around shared priorities, empowering physicians to lead & not just respond to change. When leadership is aligned, decisions become sharper, faster & more effective.

04

Operational excellence

HealthTrust's Operator Advantage comes to life as teams uncover inefficiencies, address root causes and optimize service line and supply chain performance.

Operational excellence is the standard—helping members maximize margins through improved processes, more efficient resource utilization, and better-informed purchasing decisions.



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Up to 7-day wear, 2-min application^{1,2}



All-in-one dressing makes
3M™ V.A.C.® therapy
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¹ SAT-BSER-05-869347 VAC Peel and Place (Ganymede) BSER.

² In a simulated use test with 12 nurse and surgeon users. Average time of 01:48. SAT-MTF-05-995965 Marketing study for 3M V.A.C. Peel and Place dressing.

* Compared to 3M traditional NPWT foam dressing.

³ Source: Allen D, Robinson T, Schmidt M, Kieswetter K. Preclinical assessment of novel longer-duration wear negative pressure wound therapy dressing in a porcine model. *Wound Rep Reg*. 2023;31:349-359. Information contained within conducted animal studies has not been evaluated by the U.S. Food & Drug Administration.

More efficient. More effective.* The new 3M™ V.A.C.® Peel and Place Dressing makes V.A.C.® Therapy more accessible to providers across skill levels. With an integrated design that streamlines application and is safe to wear up to a week, this innovative dressing has shown a greater wound volume reduction and 2.4 times greater granulation tissue thickness than 3M traditional NPWT foam dressings³—enabling healthcare professionals to provide negative pressure wound therapy to more patients than ever before.

NOTE: Specific indications, contraindications, warnings, precautions, and safety information exist for these products and therapies. Please consult a clinician and product Instructions for Use prior to application. Rx only.

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Feature

Continued from page 17

HealthTrust understands the challenges of aligning physicians, managing supply chains across multiple healthcare settings and navigating the evolving landscape of value-based care. Some of the fastest growth in Performance Solutions is happening outside traditional hospital walls, where supply chain support has historically been limited.

Philbrick shares, "HealthTrust acts as a true business partner for both acute and non-acute care; we understand the marketplace, the pressures and the opportunities because we are also operators. This operator advantage is what truly sets us apart from our competitors."

Aligning clinical & financial goals

As operators and business advisors, HealthTrust Performance Solutions accelerates the delivery of margin maximization through the alignment of clinical and financial goals. Whether it's expense management, physician alignment, operational problem-solving or waste elimination, Performance Solutions is built differently. Dr. Shah says, "Our approach is practical, actionable and proven to make improvements where care happens."

"Performance Solutions solidifies our ability to show up as one offering for

HealthTrust members and I'm really excited to see how it continues to evolve," adds Philbrick. ●

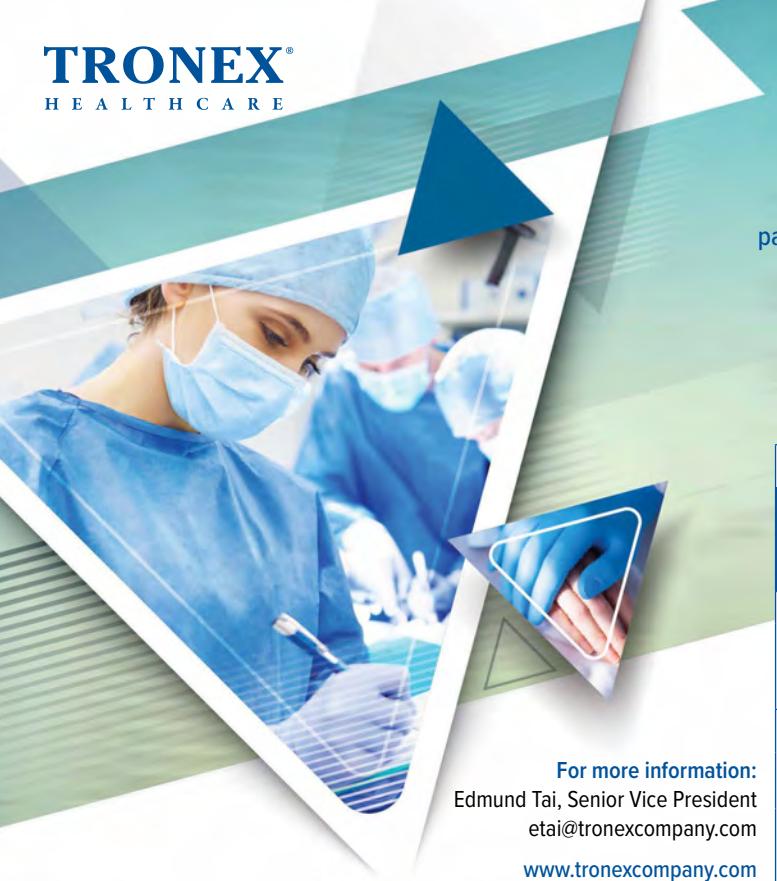
READY TO MAXIMIZE VALUE?

Engage HealthTrust Performance Solutions today for operational expertise, strategic alignment and measurable results for your organization. Contact your HealthTrust Account Manager to start the discussion, or email performance@healthtrustpg.com



HealthTrust has insights from member data, best practices & proven capabilities. Performance Solutions connects those dots—delivering turnkey services that simplify & enhance operations.

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Additional HealthTrust Contracts

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*artwork may vary

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Precision

A hand is shown holding a glowing, semi-transparent human heart against a dark blue background. The heart is illuminated with a warm pink and orange glow, with glowing red and blue lines representing ECG or blood flow data overlaid on it. The background features a grid of glowing dots and lines, suggesting a digital or futuristic environment.

**Performance Solutions team
elevates cardiovascular care**

When a 518-bed acute care hospital set out to become a regional leader in cardiovascular care, more than ambition was needed. It called for actionable insights, clinical expertise and speed to value. That's where the HealthTrust Performance Solutions team came in.

Health System Details



For-profit health system



Short-term acute care hospital



518 staffed beds



in Motion

The hospital had positive outcomes but wanted to benchmark nationally, improve public ratings and address internal challenges, some of which included:

- ▶ Limited data visibility in electrophysiology
- ▶ An immature heart failure program
- ▶ Patient throughput concerns
- ▶ Competing priorities
- ▶ Limited bandwidth

Performance Solutions embedded itself within the cardiovascular service line, conducted a comprehensive on-site assessment and developed an action plan that prioritized quick wins and long-term strategies. A consistent review of the data helped the hospital track progress, refine tactics and maintain momentum.

Performance Solutions Q&A

Featuring HealthTrust colleagues

Holly Moore, MSN, CCRN-K, Senior Director, & **Kimberly Wright**, RN, Assistant Vice President

Q: What prompted the hospital to engage Performance Solutions?

Wright: The hospital wanted to become the leader in cardiovascular care in their market. While it was already good, it wanted to be the best. That meant improving quality, lowering costs and performing well in public ratings.

Q: What challenges were they facing?

Moore: The organization had a new heart failure medical director and an immature program, in terms of infrastructure. Its electrophysiology service lacked data insights, and there were questions on how to structure morbidity and mortality reviews. Essentially, the team needed help pulling it all together.

Q: Why couldn't they do it themselves?

Moore: Like the staff in most hospitals, the team was just extremely busy. By engaging us, Performance Solutions does the background work, applying clinical expertise to the research, data analysis and best practices, so the



Holly Moore



Kimberly Wright

hospital's team can remain focused on patient care. As a seamless addition to their team, we delivered speed to value, enabling them to realize results faster.

Q: Describe the approach used?

Wright: We started with a comprehensive analysis of the data, followed by a two-day on-site assessment. We met with a number of stakeholders—from nurses to administrators—and built an action plan. We then provided evidence-based solutions to guide change. A consistent review of the data helps us monitor the progress of the improvement.

Q: What made the engagement successful?

Moore: Establishing trust was critical. We helped align and improve systems that support good patient care.

CHECK OUT THESE RESULTS

\$930K
cost of care savings

307
inpatient days
saved across PPM,
PCI & HF populations

14.6%
reduction in
observed HF
readmission rates

10%
decrease in cardiac
envelope utilization

Feature

Our approach is that we do so without telling anybody that what they are doing is "wrong." Because we are clinicians at heart, we have been in their shoes before and can speak their language.

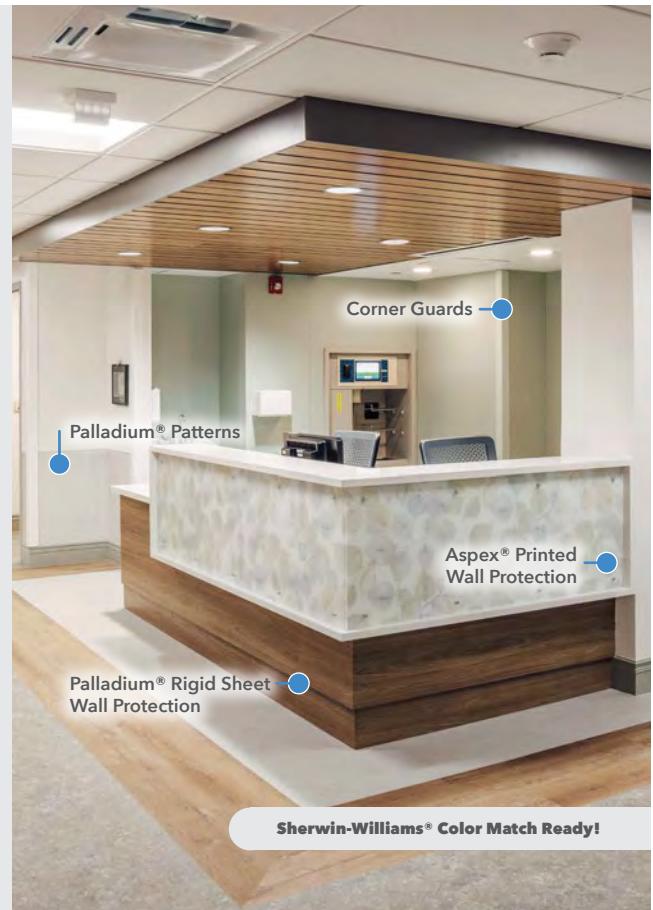
Q: How would clients describe Performance Solutions?

Moore: Collaborative. One leader said, "It felt like they were a part of the team—even though they weren't down the hall. Clinicians from Performance Solutions truly understood our business and acted as an integrated partner." ●



Performance Solutions


Put our operator expertise to work for you. Contact your HealthTrust Account Manager to start the discussion, or email performancesolutions@healthtrustpg.com



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A Bold

Duly Health and Care
sets new standard for
operational excellence
through a strategic
partnership with
AdvantageTrust

TOP 3 SUCCESS METRICS

1 Contract alignment

2 Spend visibility & control

3 Supplier consolidation



Transformation

In today's cost-sensitive healthcare environment, non-acute providers face mounting pressures to deliver high-quality care while navigating increasingly complex supply chains. For Duly Health and Care, meeting these challenges required more than incremental improvements—it demanded a bold transformation.

The transformation began with a strategic partnership through AdvantageTrust, a division of

A FEW FACTS... Duly Health and Care

900

primary care and specialty care physicians

6,000+
team members

150+
Midwest locations

The largest independent, multispecialty, physician-directed medical group in the Midwest

HealthTrust Performance Group. In less than a year, Duly launched a comprehensive implementation initiative that not only reinvented its procurement strategy, but also delivered nearly \$4 million in verified savings, surpassing aggressive targets and earning it the 2025 Operational Excellence Award from HealthTrust for a non-acute care provider (see page 36).

A strategic partnership

From the outset, the initiative was grounded in partnership, precision and performance. Duly's leadership, including Vice President of Procurement **Steven Samaan** and Vice President of Supply Chain **Al McQueen**, emphasized the importance of:

- ▶ A single source of truth for procurement
- ▶ Clear alignment on scope and outcomes
- ▶ A partner who could move with speed and grit

Samaan shares that before partnering with AdvantageTrust, one of Duly's issues was the lack of a single source of truth in its supplier landscape. "We needed a partner who could help us consolidate suppliers, identify cost-saving opportunities and bring consistency to our procurement processes, as well as structure, responsiveness and reliability. Internally, we also needed the right team in place to lead the effort," he adds. "AdvantageTrust came in with a strong execution team and a shared sense of urgency."

Key wins across a number of categories

An early and impactful win came through supplier consolidation in PCs and laptops. "With Windows 10 reaching end-of-support, healthcare organizations like ours faced increasing cybersecurity and compliance risks," Samaan explains. "To safeguard our environment and maintain operational resilience, we executed a full hardware refresh—replacing more than 1,700 PCs and laptops with Windows 11-enabled devices. This transition not only eliminated security vulnerabilities, but it also modernized our client infrastructure—enhancing speed, reliability and user productivity."

Caroline Douglas, Director of Strategic Accounts for AdvantageTrust shares that,

"Beyond security, the hardware refresh was a strategic investment in total cost of ownership optimization. By standardizing on Dell products, the team reduced lifecycle maintenance costs, improved device manageability & positioned the fleet for long-term scalability."

Caroline Douglas



Overall, the project yielded nearly \$200,000 in unit cost savings and helped Duly mitigate more than \$242,000 in potential tariff expenses."

These moves not only streamlined operations, but also created significant cost savings and simplified logistics across the organization. "The AdvantageTrust supplier network—spanning pharmaceuticals, medical equipment and purchased services—helped us optimize costs and improve rebate opportunities," McQueen shares. "That directly impacts our bottom line and allows us to pass savings on to our patients."

"Having the AdvantageTrust partnership to help with tariff mitigation strategies was indispensable," McQueen says. "Not only were we able to leverage their contract expertise, but we were able to lock in prices further out into the life of the contracts while the market is navigating these changes globally."

"Having the AdvantageTrust partnership to help with tariff mitigation strategies was indispensable."

AI McQueen

The partnership also delivered results in more traditional categories like medical-surgical supplies, where standardization improved product quality and consistency across care sites. Pharmacy pricing and flu shot agreements were transitioned to new frameworks, ensuring uniformity and value throughout the network.

Behind these successes was a disciplined execution of implementation milestones and a robust contract lifecycle management process. AdvantageTrust colleagues worked closely with Duly's internal teams to understand inventory needs and market dynamics, ensuring that every decision

was informed by data and aligned with clinical priorities.

Clear data & end-to-end support

Data-driven decision-making also played a pivotal role in the initiative's success. By refining data taxonomy and improving spend visibility, Duly was able to identify leakage, optimize total cost of ownership and monitor performance across service lines. This heightened transparency continues to shape Duly's budgeting and sourcing strategies, turning short-term savings into long-term reinvestment in community care.

Another key factor was the end-to-end support. From hands-on guidance and targeted training to proactive problem-solving, the AdvantageTrust team became an extension of Duly's own. "They have professional resources available within selective specialty categories—whether it's pharmacy, purchased services or med-surg—to support your business," McQueen says.

Duly's results exemplify how strategic planning, member engagement and cross-functional accountability can turn implementation into a launchpad for sustained financial improvement and partnership success.

A lasting partnership

"For other providers, Duly's journey offers clear takeaways: Choose someone who will partner with you and stay in communication throughout the process, and that includes finding answers if they don't know them," Samaan shares.

"If members consider the GPO first—before sourcing independently—they can unlock savings much faster. The contracts are already negotiated, the pricing is set and the terms are favorable," McQueen adds.

Duly hit its savings guarantee before the 60-day implementation window even closed, which is remarkable, in Douglas's opinion. "And, Duly was open



"Choose someone who will partner with you & stay in communication throughout the process; that includes finding answers if they don't know them."

Steven Samaan

to conversions. Even with preferred vendors—like Staples or WB Mason—they were willing to explore alternatives. For example, with Sodexo, they initially considered some other suppliers but quickly pivoted to our contracted option once they saw the value. That flexibility has been key to their success," she adds.

By setting a new benchmark for operational excellence, Duly Health and Care has not only transformed its own supply chain performance but also paved the way for others to follow. ●

DISCOVER NEXT-LEVEL SAVINGS

Check out opportunities for your non-acute care facilities with the **AdvantageTrust** difference by reaching out to your HealthTrust Account Manager or by emailing atmembership@advantagetrustpg.com



Anatomy of a Great Partnership

Duly Health and Care's initiative exemplifies how strategic planning, member engagement & cross-functional accountability can turn implementation into a launchpad for sustained financial improvement & partnership success. Emphasizing two key points, **Al McQueen & Steven Samaan** summarize the engagement:

1 Strong supplier relationships

Suppliers within the AdvantageTrust network are genuinely invested in growing their business & supporting ours. Whether it's margin, revenue or market share, they're committed to collaboration. Meeting many of them at the HTU conference reinforced the strength of those relationships.

2 The importance of data

We're currently working with AdvantageTrust to fine-tune a huge resource—our data feed. Our team doesn't have the bandwidth to manually analyze spend taxonomy, but AdvantageTrust helps us identify leakage & build a pipeline of opportunities. It's a strategic advantage that allows us to think ahead & plan proactively.

<60 days

hit savings
guarantee

\$4M/12 months

in verified savings in
less than a year

\$200K+

hardware contract
refresh savings

\$242,000

mitigated
potential tariff
expenses

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for your hospital



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HUGGIES
We got you, baby



*Based on knowledge gained from NICU nurses through sight and handling studies, test market usage at large NICU hospitals and open dialogue. Data on file.

¹Huggies Natural Care Extra Sensitive wipes significantly outperformed cloth and water by maintaining trans epidermal water loss (TEWL) and erythema at levels similar to the unwiped site in a 5-day repetitive wiping study on compromised skin. Data on file.

Celebrating Excellence

HealthTrust 2025 Member Recognition Awards

HealthTrust recognizes the outstanding performance of its members through an annual Member Recognition Awards program. This year, seven member organizations received awards for their demonstrated excellence in several areas, including Clinical, Innovation, Operational (acute and non-acute), Social Stewardship, Pharmacy and the Outstanding Member award. The awards were presented to the recipients during the HealthTrust University Conference in San Antonio.



CLINICAL



INNOVATION

OPERATIONS
(NON-ACUTE)OPERATIONS
(ACUTE)SOCIAL
STEWARDSHIP

PHARMACY

OUTSTANDING
MEMBER

From L to R: Michelle Bush,
Angela Barker, Ben Vetch, Amy Webb

Clinical Excellence Award

Franciscan Missionaries of Our Lady Health System

For transforming its Value Analysis Program into a clinician-led, evidence-based process that improves patient outcomes and reduces costs, Franciscan Missionaries of Our Lady Health (FMOL Health) System received the Clinical Excellence Award.

In 2024, FMOLH adopted a Cost/Quality/Outcomes (CQO) approach with the intention of replacing the cost-driven, reactive Value Analysis Program with a framework that places clinical quality and standardization at the center of every product evaluation and strengthens the connection between operations and care delivery.

The CQO framework empowers clinicians to co-lead evidence-based evaluations alongside supply chain and administrative team members, and standardized workflows and evaluation tools replace inconsistent processes. With the help of the HealthTrust Clinical Resource Management team, FMOL

Health identified 14 product categories to apply the new process to, estimating a \$4.3 to \$7.5 million potential savings without compromising clinical integrity.

"The initiative is redefining the role of value analysis as a clinical force multiplier—demonstrating that when clinicians lead, outcomes improve, costs decline and the system becomes stronger for every patient served," says **N. Yvonne Odimgbe**, FMOL Health's Account Director at HealthTrust.

Innovation Award

Trinity Health

For its transformative use of Robotic Process Automation (RPA) to revolutionize Procure-to-Pay, Trinity Health earned the Innovation Award.



From L to R: Dameka Miller, Benjamin Christopher, Janaya Baker

As the pinnacle of member achievement, the 2025 recipients elevate the standard of excellence within our network & inspire all of us to strive for continuous & impactful improvements.

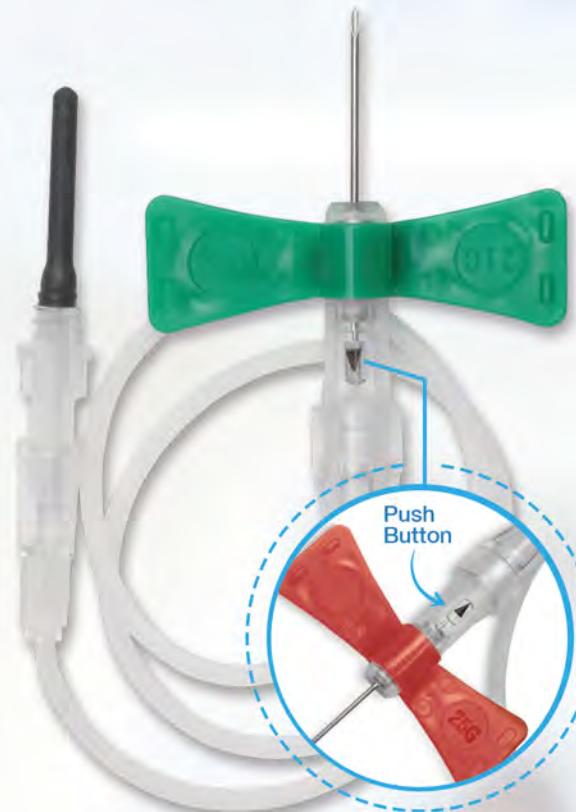
**Ed Jones, HealthTrust
President & CEO**

Trinity began exploring RPA in 2019 as a way to manage growth without continually adding full-time employees, says **Kristyl Tucker**, Trinity's Director, Continuous Improvement & Customer Service Operations. The goal was to automate repetitive, high-volume

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HealthTrust Contracts

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- #6905 Needles & Syringes (Safety)
- #18866 Needles & Syringes (Conventional)
- #996 Blades & Scalpels – Surgical (Conventional)
- #998 OR Safety Products – Scalpels & Cartridge Blades



Continued from page 30

procurement and accounts payable tasks to reduce manual efforts and free up staff.

To help make this program successful, HealthTrust's peer network has been "invaluable," Tucker says. "Talking with others who are implementing RPA or who have already been through the process provided perspective and practical insights we could apply immediately."

Today, bots in more than 20 locations perform the work equivalent to 23 full-time employees. "What began as a strategy to manage growth has evolved into a catalyst for transformation," Tucker adds. Once employees realized RPA would free them from repetitive tasks, they became some of its strongest supporters and even generated many of the best ideas for potential tasks to automate.

HealthTrust's recognition of our work, she says, "has ignited new energy across the health system," and has gained the attention of leaders [internally and externally] who are looking to Trinity's team for advice on implementing their own RPA strategies.

Operational Excellence Award (Acute Care)

McLeod Health

For developing an innovative Item Management Application that streamlines and automates the resolution of external product disruptions, McLeod Health earned the acute care Operational Excellence Award.

McLeod Health was drowning in product disruptions. "When we measured it, we had received over 10,000 PO lines backordered in the prior 12-month period," shares **BJ Mccluskey**, McLeod Health's AVP of Strategic Sourcing & Contracting. The process McLeod had in place was largely manual, which created failure points, waste and inconsistent communication. "We needed a way to manage product disruptions that was efficient and automated to reduce the disruption to the clinical teams and lower the resource demand on supply chain."

To assist with disruption notification, McLeod works with a HealthTrust point person on the front end who helps identify products in-house that meet their needs or potential substitutes that can be clinically validated.

"This recognition means a lot to our team," Mccluskey says. "It helps validate our culture of continuous improvement and motivates us to strive harder."

Outstanding Member Award

USA Health

For its exceptional partnership with HealthTrust, USA Health was named this year's Outstanding Member, demonstrating significant financial improvement through robust engagement across multiple initiatives.

McLeod's Award-winning approach

Goal: Reduce the impact of external supply disruptions

- ▶ Used Lean A3 problem-solving
- ▶ Created a process map to develop an application
- ▶ Automated the workflow
- ▶ Integrated multiple data sources
- ▶ Eliminated waste
- ▶ Improved communication

USA Health supply chain management was tasked with finding significant savings in 2025, says **Chase Labrato**, USA Health's Materials Management Director. To accomplish this, the supply chain team implemented a multifaceted approach of supply and service conversions,

enhancing existing contracts and vendor partnerships, and providing their clinicians with actionable data to drive cost reductions.

Key to the approach was utilizing HealthTrust's vast resources. Their dashboards identified conversion opportunities and with the partnership of the HT team, they were able to renegotiate physician preference

USA Health
\$800K+
projected first-year savings



From L to R: BJ Mccluskey, Robin Ponton, Carl Sievers



From L to R: Jeb Mann, Tyler Craig, Amy Hill, Chase Labrato

Continued on page 34

SHINE A LIGHT ON A HIDDEN PROBLEM

**HEMOLYSIS ACCOUNTS
FOR UP TO 70% OF
PREANALYTICAL ERRORS.¹**

HealthTrust Contract #68124

The NEW GEM Premier 7000[®] with iQM3 is the **first and only blood gas system to provide lab-quality hemolysis detection** right at the point of care.² Hemolysis elevates potassium by up to 152%—tackle the #1 preanalytical error and elevate patient care.³⁻⁵



Express Hemolysis Detection
Blood gas results with hemolysis detection in 45 seconds at the point of care, which may reduce the need to send samples to the lab for recheck, saving blood and time.⁶



Effective and efficient
Whole blood hemolysis detection can help reduce unnecessary sample collection, delays, and inappropriate treatment. Ultimately, it can help optimize staff time, reduce costs, and improve patient management.^{5,7-10}



Track-to-Train
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Learn about
hemolysis detection

Continued from page 32

item contracts and leverage vendor spend across multiple service lines to drive savings. Implementing HealthTrust dashboards for spine/osteobiologics, cardiovascular and orthopedics enabled USA Health to engage with their physicians around cost variance by procedure and surgeon. In the first quarter alone, USA Health completed initiatives worth more than \$200,000 in savings; it is on track to realize another \$600,000 this year.

"All levels and services within our organization were touched by one or more of the initiatives this year and the grit displayed by employees allowed us to achieve some incredible results," Labrato says.

"Through this effort, we've benefited from HealthTrust and Validify resources that we didn't know were available and we have been impressed with the level of engagement from their various teams," Labrato adds. "Being able to utilize services beyond the core GPO really gave us the edge we needed and the impact on our initiatives has been huge."

Social Stewardship Award—Sustainability

Boston Medical Center

For its comprehensive sustainability initiatives that extend beyond hospital walls, Boston Medical Center (BMC) earned the Social Stewardship Award.

Recognizing the significant impact of environmental factors such as climate, air pollution and financial instability on health, BMC has committed to fostering long-term sustainability practices in a number of ways:

- Investing in energy-efficient infrastructure to reduce its facilities' use of electricity and heat
- Joining with other local organizations in a solar power purchase agreement
 - Resulting in a 94% reduction in carbon emissions



From L to R: Dave Maffeo, Renee McGrogan

- Positioning BMC to achieve net-zero emissions by 2050
- Harnessing the electricity generated by a 356-kilowatt solar array on the roof of its administrative building, BMC is piloting the Clean Power Prescription program to:
 - Identify in-need patients who are part of its Complex Care Management Program
 - Provide them with monthly energy credits to reduce their home electricity bills by 30%
- Addressing food insecurity with two rooftop farms (spanning nearly 8,000 square feet) to produce fruits, vegetables and herbs for use in BMC cafeterias and food outlets that support local community organizations
- Offering an on-site Preventive Food Pantry, where BMC patients can fill supplemental food prescriptions from their physicians

"We have learned that we need to address not only the patients' medical conditions inside the walls of our hospital, but to get upstream and support them with other obstacles to their medical care," says **David Maffeo**, BMC's Executive

Director of Support Services & Sustainability.

Through a collaboration with Takeda Pharmaceuticals, BMC is conducting waste audits in key areas, such as inpatient and outpatient pharmacy, with the intention of helping healthcare organizations tackle the industrywide challenge of reducing regulated medical waste.

And with private equity firm Omicelo, BMC created Oakwell, a sustainability management

and real estate optimization firm that creates custom sustainability and real estate strategies for health systems that help them reduce energy consumption, lower costs and free up capital for reinvestment in clinical care and operations.

The goal of all these efforts, says **Nina Ng**, Communications Manager at BMC, "is to close health gaps, improve efficiencies to reduce waste, and reinvest savings into patient care."

"Our HealthTrust partnership," shares Maffeo, "allows us to get insight into their broad reach nationally, whether it's direct support through their expertise or connecting us with one of their members facing similar challenges."

Ng and Maffeo agree that being recognized for these efforts, "affirms the importance of the work being done and inspires BMC colleagues to continue pursuing meaningful change with even greater passion and commitment."



Gita Wasan Patel Pharmacy Excellence Award

Cape Cod Healthcare

For its strategic use of a specialty GPO to significantly accelerate cost savings across multiple service lines, Cape

Continued on page 36

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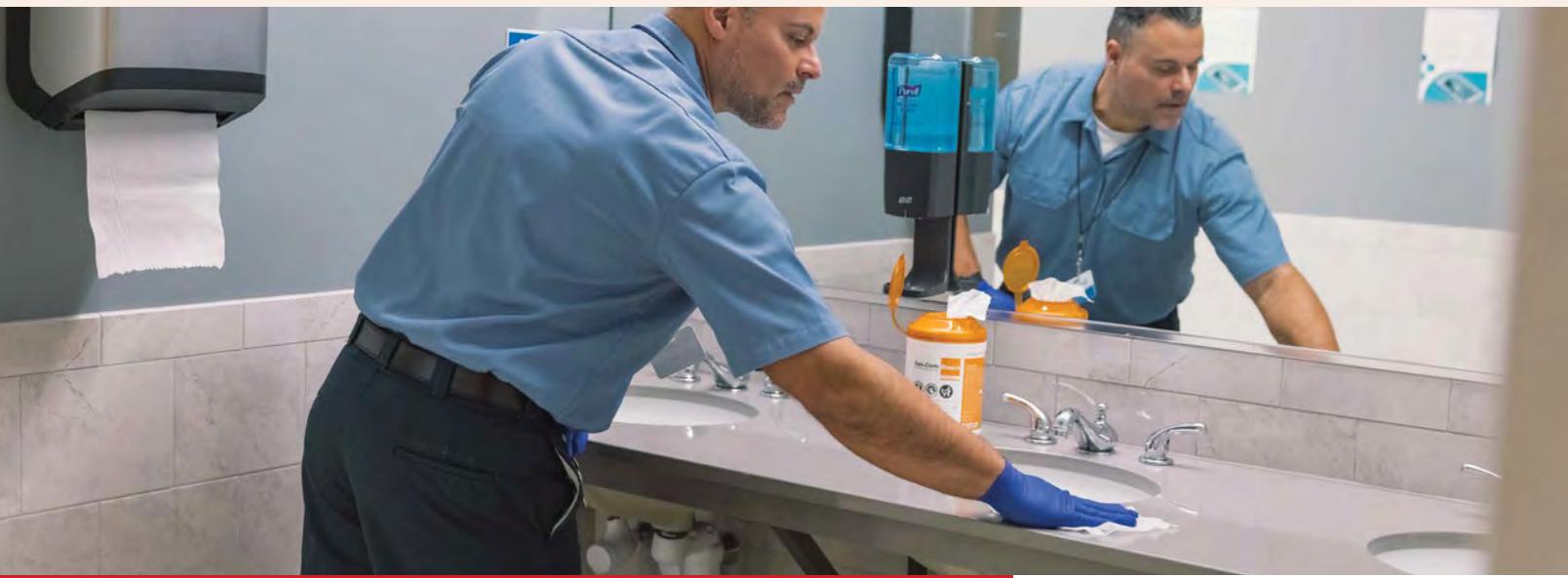


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Continued from page 34



From L to R: Jim Mangan, Oeyin Yuen, Courtney Kelly, Angela Mediros



From L to R: Brian Hardy, Steve Samaan, JP Pinsonneault

Cod Healthcare received the Gita Wasan Patel Pharmacy Excellence Award.

In the spring of 2024, Cape Cod Healthcare (CCHC) began the process of implementing a specialty GPO as a way to mitigate annual cost increases in certain outpatient settings. The program began with 25 distinct line items, increasing to 83 by the end of the year. "During that time, we managed to exceed our initial savings estimates by a factor of 2.5 times," says **James Mangan**, Cape Cod Healthcare's Executive Director of Pharmacy Operations. The forecasted savings is approximately \$7 million in the clinical realm and about \$1 million on the retail/specialty side.

Working with HealthTrust also helped identify \$600,000 a year in rebating opportunities and resulted in implementing better payment terms, which had a favorable effect on cash flow.

"The project reinforced the CCHC way—taking a different approach to solve the problems we face (drug expense), and making sure we get the small stuff right," says Mangan. "Knowing that we had HealthTrust in our corner reviewing the agreements and negotiating on our behalf allowed us to focus on the process and successful implementation of the specialty GPO."

contracts. Instead of defaulting to incumbent vendors, Duly vigorously examined the organization's portfolio and worked with the GPO's team to identify business partners that support clinical excellence and optimize savings.

Key to Duly's strategy was a clear and focused road map created by the AdvantageTrust team that aligned supply chain, clinical, pharmacy and executive stakeholders, and incorporated touchpoints to keep everyone on track.

In less than a year, Duly's strategy achieved nearly \$4 million in verifiable savings.

"What made Duly's success possible is the hard work of its principals in partnership with the AdvantageTrust team," shares **Steven Samaan**, Vice President of Procurement at Duly.

"Almost daily we work with AdvantageTrust, homing in on our data feed to be able to identify spend leakage and where we could be on contract, resulting in total cost ownership improvement," Samaan adds. "Within my role, it's all about thinking ahead and AdvantageTrust helps me do that." ●

Read the
**Duly cover
story**
on pgs. 26-29

Operational Excellence Award (Non-acute Care)

Duly Health and Care

In recognition of its comprehensive implementation initiative that set a new benchmark for operational excellence and financial results, Duly Health and Care received the non-acute Operational Excellence Award.

A crucial component of Duly's strategy was leveraging AdvantageTrust's

Cape Cod Healthcare

\$7 million
in the clinical realm

\$1 million
on the retail/specialty side.
Working with HealthTrust
also helped identify

\$600K/yr
in rebates



READY TO SHARE YOUR PERFORMANCE IMPROVEMENT WINS?

The application process for the 2026 Member Recognition Awards program opens in early January and runs through March 31, 2026. Start thinking about your organizational successes, talk to your HealthTrust or AdvantageTrust Account Manager, and get ready to submit. Winners will be recognized during the HealthTrust University Conference in July.

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Exploring & managing the stress of success

Have you ever noticed that when you succeed things don't always get easier? In fact, according to author and speaker **Laura Gassner Otting**, they can become harder.

Based on a career of two decades in executive search, interviewing thousands of successful people, the 2025 HealthTrust University Conference professional development speaker Gassner Otting shared that achieving goals can lead to struggles with the burden of potential filling you with uncertainty, anxiety, doubt and maybe even imposter syndrome. She offered a term for this: "Wonderhell."

While researching her book, "*Wonderhell, The Limitless Leader: Why Success Doesn't Feel Like It Should & What To Do About It*," Gassner Otting spoke with 100 people who have shattered glass ceilings to explore how they pushed through internal challenges.

Gassner Otting categorized the doubts into three "amusement park" sections: Impostertown, Doubtsville and Burnout City.

Change which word is emphasized. Instead of "Oh wow, I haven't *done* this before," say "Oh wow, I haven't *done this* before." It can help you see the unknown not as scary, but as an adventure.

People struggling to make major decisions can end up in Impostertown. Gassner Otting used the coin flip example from *Freakonomics*, where people faced with a big decision are often stuck in analysis paralysis. In the example, a large group of people used a coin flip for a major life decision. Those who made a change based on the coin saying "Heads! Go for it!" reported being no worse off two months later and substantially better off six months later, even when, in hindsight, they felt it was the wrong decision. Gassner Otting suggested this is because action beats inaction—and that moving forward is what's most important. "No one will ever get a complete data set," she said. "Everyone I interviewed was dealing with things they couldn't control. Sometimes you just have to move forward."



When someone achieves a goal they didn't think possible, they may ask: 'Do I belong?' 'Is it OK to have ambition?' She shared that 70% of people have experienced imposter syndrome at some point. "Embrace this ambition," she said. "Play bigger. Choose to see it as a badge of honor." How? With a simple mindset hack:



The people who thrived in wonderhell mastered pausing and listening to the emotions brought on by big goals, Gassner Otting explained. "They didn't see the emotions as necessary evils. They saw them as helpful, telling them about where they were and how to grow—some even finding new versions of themselves."

“Leaders need to manifest their values daily to better connect with & inspire their people.”

— Laura Gassner Otting



Burnout City

Another helpful example was shared around Glamnetic, an eyelash company with \$50 million in annual sales. Even though the team grew from zero to 70 staff members, its founder continued doing many of the same tasks she'd always done and became overwhelmed. "She had to learn the lesson that the best use of her time was to do the things that only she could do and to trust other staff with the rest," Gassner Otting explained.

In closing, she encouraged the audience to rethink the tasks on their calendars, to-do lists and inboxes to determine the highest and best use of their time and talents. While vestiges of one's "old" job may remain, she recommended delegating the rest of the tasks. This gives others the opportunity to learn and find themselves in Impostertown. Otherwise, Gassner Otting added, "We're stealing their opportunity to grow in their own wonderhell." ●



MEET YOUR NEXT CHALLENGE WITH SUCCESS
by exploring more tips from Laura Gassner Otting
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Why Not Now?

How to manufacture bravery & take the leap

Almost 20 years ago, **Amy Jo Martin**, author of the bestselling book, *“Renegades Write the Rules”*, and host of the “Why Not Now Podcast,” was working as the “figure-it-out person” in new media marketing in the front office of the Phoenix Suns basketball team when she got a call from a colleague in operations telling her to head to the locker room to teach superstar player Shaquille O’Neal how to use Twitter.

Martin got on the elevator and went down to the locker room. “Little did I know then but my life was about to change,” she told attendees during her professional development presentation at the HealthTrust University Conference in August.

These were the early days of using social media to build brands, and no one had established rules yet. Within weeks, O’Neal—and Martin—found themselves riding the wave of social media stardom, and when O’Neal suggested that she should consider going out on her own, Martin faced a big “leap” decision.

“In that moment,” she said, “I could either take action or not. I sent Shaquille a text that said, ‘I’m going to start my own company.’ And he quickly wrote back, ‘Great! I’ll be your first client.’ That was my ‘why not now’ moment.”

In the years following the launch of her social media agency, Martin developed an operating system of seven “renegade rules” (see sidebar) to help fuel courage when people are faced with the “why not now” moments in their lives.

“If we’re able to understand what it takes to manufacture bravery, we can call upon it whenever we want,” Martin said. “It doesn’t have to be this magical thing or mood; it’s a system.”

Remember to view “why not now” situations as experiments, because an experimental mindset is key to the process. “Don’t forget: We can’t fail when we’re experimenting, but if we’re not experimenting, we will fail,” she added. ●



Amy Jo’s Playbook

Courage is a system: Bravery isn’t luck—it can be manufactured by following repeatable steps.

Manage capacity, not just bandwidth: Free yourself by deleting, delegating & divesting tasks.

Your brand matters: People connect with people, not logos—authenticity builds trust.

Fear check: Identify the worst-case scenario to move from fear to pragmatic action.

Experiment boldly: Treat “why not now” moments as experiments—you can’t fail if you’re learning.

The Seven “Renegade Rules”

- 1 Understand the difference between capacity & bandwidth.
- 2 Use your personal brand to help you scale.
- 3 Identify the worst-case scenario.
- 4 Put a mechanism in place to hold yourself accountable.
- 5 Leverage adversity.
- 6 Be hyperaware of your mental, physical & emotional states.
- 7 Sync your operating system & your belief system.



LIKE WHAT YOU READ HERE? Learn more about the seven Renegade Rules on *The Source*’s content hub healthtrustpg.com/thesource or on Amy Jo’s website at amyjomartin.com



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100 Things

IF TODAY WAS MY LAST DAY, COULD I LOOK BACK AT EVERYTHING THAT HAD HAPPENED UP TO THIS POINT AND SMILE?



How a List Can Change a Life

At the age of 25, **Sebastian Terry** was at a drive-through wedding chapel in Las Vegas marrying a woman he'd literally just met. Why? Because the night before his nuptials, he had an existential crisis after receiving a call with the news that one of his closest childhood friends had died at only 24 years old.

Of the many questions he asked himself that night, one stuck: "If today was my last day, could I look back at everything that had happened up to this point and smile, knowing that I had done everything I could to be the best version of myself?"

The answer was "no," and what came out of that realization was a list of 100 things he wanted to do in hopes of creating happiness in his life. The first item he checked off the list was marrying a stranger in Las Vegas, and with that accomplishment came the realization that he could create the change he desired through setting and meeting goals.

"If you take away all the materialistic elements of Vegas, a stranger, etc., I just finally gave myself permission to think of something that I felt mattered and I threw myself at it," Terry told attendees during his professional development session at the HealthTrust University Conference in August.

Success isn't random

In the 16 years since his marriage began, Terry steadily checked items off the list, including #100: writing a book about it. In addition to becoming an author and international speaker along the way, his experience led him to become a transformation expert. He's found that people who meet and exceed their potential tend to incorporate four things



Remember This

Goals drive change: A simple list can transform life direction & purpose

The "Big Four": Expression, agency, connection & meaning unlock human potential

Ripple effect: Living authentically inspires others & creates shared impact

4 Keys to a Meaningful Life

1 | Expression — being your authentic self in any situation

2 | Agency — taking action on things that matter to you

3 | Connection — being open to helping others & being helped by others

4 | Meaning — arranging your life in a way that matters to you & that positively impacts others

into their lives: expression, agency, connection and meaning.

"The tool they use to ensure those four ingredients are present in their lives is a list—a collection of goals that reflect all aspects of their lives," Terry said.

Terry's list has taken him all over the world, doing even "silly" things like crashing the red carpet at the Cannes Film Festival, as well as encounters that turned out to be transformational for himself and for others. ●



DON'T WASTE ANOTHER MINUTE! Get started on your 100 Things list today. Find inspiration and tips at sebterry.com

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4. CAPI 3 Hb A1c IFU (Ref 2515).



IT Strategic Sourcing

Positively impacting patients & staff



When a patient experiences a life-threatening emergency, every second counts. Hospital staff shouldn't have to waste precious time trying to find a crash cart. While it may seem surprising in this scenario, the IT Strategic Sourcing team at HealthTrust can actually help.

Here's how...

Through research and conversations with members, peers and suppliers, the IT Strategic Sourcing team identified reliable and reputable suppliers of real-time location services that offer asset tracking technology for use on crash carts. The team leveraged the purchasing power of the HealthTrust membership to negotiate favorable contracts with three companies.

"Now, when completing a strategic analysis of a member's IT needs and challenges," explains **Clay Posey**, Assistant Vice President, IT Strategic Sourcing, "HealthTrust can recommend a contracted supplier who's the best fit for their particular needs." That way, when a life-threatening emergency does happen, the tracking technology is in place and hospital staff know instantly where to find the nearest crash cart.

"Reducing costs—& sometimes even saving lives—starts with a conversation between members & the IT Strategic Sourcing team."

Clay Posey



In addition to keeping track of crash carts, during the sourcing process, the IT Strategic Sourcing team also realized that real-time location services could help members save money. By knowing exactly where the equipment is and how much of it they have, members won't inadvertently buy replacement items when enough inventory is already available.

The IT Strategic Sourcing team may also inform a member about a product or service that indirectly relieves an issue unrelated to the technology the product delivers, explains **Nicholas Crowe**, a Director on the team. As an example, consider the impact of real-time location services on employee turnover.

Besides locating assets like crash carts, real-time location services can also help assist nurses who are in danger. Identification badges with real-time location technology allow nurses to push a button on their badge that provides their location instantly to security staff. Crowe adds that while the technology's goal is to safeguard staff, its impact reaches further.

“The right tools can have a positive impact on nurse retention.”

Nicholas Crowe



Savings abound

Recently the IT Strategic Sourcing team directed a member to a HealthTrust-contracted supplier that offered an array of services, diagnosing facility spend and digging into where there were opportunities to save money.

What's in the IT Portfolio?

HealthTrust's Commercial Products & Services Portfolio houses the IT offering, which comprises nearly 40 contracts, providing a number of opportunities for members to solve challenges & find savings. The IT Portfolio covers a range of hardware, software & services, including:

- ▶ Asset Disposition
- ▶ Security Infrastructure
- ▶ Distributed Antenna Systems
- ▶ Patient Environment Monitoring Systems
- ▶ Fax & Document Management
- ▶ Role-Based Access Control Software
- ▶ Infrastructure Power & Cooling
- ▶ Telecommunication Services (Cell Phones & Services)
- ▶ Network Infrastructure
- ▶ Two-Way Radio Communication & Services
- ▶ Products & Services
- ▶ Professional Services
- ▶ Real-time Location Services
- ▶ Web-based Clinical Education
- ▶ IT Reseller

Continued on page 48



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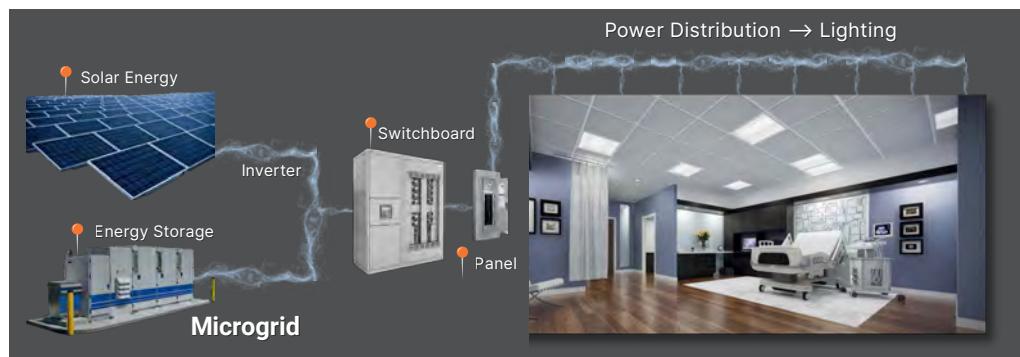


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Members Achieve Sustainability Excellence

Outstanding sustainability achievements in the healthcare sector are recognized annually by Practice Greenhealth (PGH) through its Environmental Excellence Awards. Two HealthTrust member health systems received PGH's highest honor when they were named to the Top 25 list for 2025.

Congratulations to the sustainability teams and contributors within the Beth Israel and BMC organizations.

Beth Israel Lahey Health
Beth Israel Deaconess
Medical Center



Visit the Practice Greenhealth website to view the complete Top 25 list as well as the IDNs and facilities recognized in six other categories.

Suppliers Recognized for Delivering Value & Service Excellence

Three suppliers were recognized during HTU in August as part of HealthTrust's annual awards program, which honors outstanding supplier partners for the exemplary service, dedication and value they provide to HealthTrust members.

Commercial Supplier of the Year – Federal Express



For its impactful partnership in consistently delivering a reliable and broad portfolio of transportation, e-commerce and business services for HealthTrust members. Pictured from L to R: **Cannon Haynes, Daniel Grant, Parshad Parekh**

Medical-Surgical Supplier of the Year – Medline



For continued excellence in providing high-quality products, efficient distribution and significant value—assisting HealthTrust members in optimizing their supply chains and improving patient outcomes. Pictured from L to R: **Okley Wrensch, Hilary Grittner, Hunter Hollis**

Pharmacy Supplier of the Year – Organon



For consistent provision of high-quality medications and products in women's health, biosimilars and established brands, and promoting reliable access to vital treatments and care across the network. Pictured from L to R: **Matthew Stafford, Paul Knoflicek, Andy Tedeschi, Jon Martin**

“ We are honored to recognize these supplier partners & their unwavering commitment to delivering exceptional performance, continuous innovation & value to the HealthTrust membership. This elevates our mission & also helps strengthen patient care across the communities our members serve. **”**

Jocelyn Bradshaw, Chief Operating Officer, GPO Operations, HealthTrust



Visit In the News on the HealthTrust public website to read the entire press release.



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Spotlight On

Continued from page 45

“The supplier analyzed the member’s software usage & discovered that a large percentage of it wasn’t necessary to run their business. By cutting out some of the software they weren’t required to have & that wasn’t being used, the supplier helped the IDN negotiate over \$10 million worth of savings. The member was able to recognize that as capital savings.”

Mark Coleman, Director, IT Strategic Sourcing, HealthTrust



Empowering members

An unquantifiable benefit of HealthTrust’s Strategic Sourcing IT team is the burden it takes off members.

“They do the heavy lifting by identifying which suppliers are the best to contract with & then getting the legal terms in place. This helps to reduce the amount of negotiation that my team has to do, which is a big benefit. My team can prioritize & work on other things because HealthTrust is leading the charge on those efforts.”

Christi Lockhart, Assistant Vice President, HCA Healthcare



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Driving Innovation

drvн delivers tech-enabled transportation solutions

While getting people to and from disparate locations can be challenging, one of HealthTrust's contracted ground transportation suppliers, drvн (pronounced "driven," HealthTrust Contract #115353) is helping change those experiences.

"Whether it's arranging patient transport in compliance with legal requirements, getting clinicians to work at an emergency response site or simply transporting executives to an off-site meeting, drvн has healthcare systems covered with a range of transportation services, in

both rural and metropolitan areas," shares **Traci Head**, Contract Director, Commercial Products at HealthTrust.



Harnessing the power of tech

When drvн's CEO, **Mario Medina**, and its Managing Director, **Ted Moffly**, co-founded the company in 2011, they wanted to build a business that would be a game-changer. "Back then, people didn't take passenger ground transportation seriously," Moffly says. "As an industry, there was very little invested in technology."

Medina and Moffly created drvн to do things differently. The company's patented, AI-driven platform uses machine learning to organize and personalize the transportation experience by streamlining every touchpoint of a passenger's journey.

As part of its services to medical providers, the drvн platform can

be securely integrated into most electronic medical and health record systems (EMRs/EHRs). Schedulers can now arrange their approved patient transportation with drvн directly through their EMR/EHR's front desk and patient management modules.

"The drvн platform readily allows different types of setups, depending on what kind of user access is needed and what systems are in place," explains

Dan Saucier, drvн's Director of Strategic Partnerships, Enterprise & Infrastructure.

"Our platform has the flexibility to work around whatever system the healthcare provider has and we will go on-site, if needed, to provide setup and support. We can also offer an analysis of their overall logistics to see if any efficiencies can be found," he adds.

“The ability to arrange for patients to get to & from medical appointments in a compliant manner is a challenge we wanted to solve for. Arranging standard, non-luxury vehicles for non-emergency patient transport service is particularly helpful to hospitals & health systems in rural communities where other forms of transportation may be minimal or nonexistent. ”

– Ted Moffly, Co-founder & Managing Director, drvн



Ted Moffly



Dan Saucier





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Service Profile

Continued from page 50

A customer service-forward model

Complementing drvn's platform is its wraparound customer service. "We are proud to say that 100% of our customer service staff are trained employees of drvn. And our customers get access to a team of employees 24/7/365," emphasizes Moffly.

To make sure they are continually arranging high-quality service on a weekly basis, the drvn team analyzes any challenges or transportation blips that may have happened so they can problem-solve and mitigate any reoccurrences, Moffly says. "We really promote our people, technology and infrastructure as a service-forward model. It's a big distinction for us."

Access to care is sometimes impacted by a lack of transportation. "The ability to arrange for patients to get to and from medical appointments is a challenge we wanted to solve for," Moffly says. "Our non-emergency patient transport solution is particularly helpful for hospitals and health systems in rural communities where other transportation services may be minimal or nonexistent."

In addition to patient transport, Moffly and Saucier share that hospitals and health systems are increasingly using long-distance ground travel as a solution for their staff and executives. The reasons? "In today's environment, airlines are routinely cutting routes," Saucier says, "and ground transportation has proven to be a reliable option. Other providers use it to transport their specialist surgeons to facilities that lack the staff to perform certain procedures."

"Since the pandemic, we've seen that people are looking for and wanting trusted solutions like ours where they know they won't run into any issues. And, even if they do, they know that we have systems and technology in place to ensure it won't happen again. The team at drvn is determined to be that trusted partner for HealthTrust members," Saucier adds. ●



Transportation options abound

- The platform makes it easy to schedule patient pickups and drop-offs for nonemergency appointments and procedures, as permitted by healthcare provider policies.
- The drvn transportation network has vehicle options that include wheelchair accessible vehicle (WAV), which can be selected on the platform when setting up the request for transportation.
- Importantly, drvn understands that it is critical for healthcare providers to comply with the Local Transportation Safe Harbor to the Anti-Kickback Statute, and controls are built into the drvn platform to ensure that patients are transported with only standard, non-luxury vehicles.

From Black Car Service to ADA-compliant Shuttles

While most passenger ground transportation companies specialize in one or two areas, drvn (HealthTrust Contract # 115353) arranges a broad range of services:

- Rural area transport
- Business/black car transport
- Nonemergency patient transport (standard, non-luxury only)
- Emergency response/disaster group transport
- Meeting/event transportation & shuttling
- Specialist, surgeon or locum tenens transport to other facilities

MOVE YOUR PATIENTS & STAFF TOWARD RELIABLE TRANSPORTATION by putting drvn behind the wheel for your organization. For more information, visit the contract package within the HealthTrust Member Portal (Contract # 115353) or email commercial@healthtruspg.com

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