



*south carolina hospital association
employee orientation manual*



about scha

South Carolina Hospital Association is a private, not-for-profit organization made up of some 100 member hospitals and health systems and about 900 personal members associated with our institutional members. The South Carolina Hospital Association was created in 1921 to serve as the collective voice of the state's hospital community. The Association is proud to be a part of the state's hospital industry, adding value to hospitals' efforts to care for the people of South Carolina. By helping to keep South Carolina's hospitals healthy, we are helping to keep our state healthy.

Our Mission

SCHA's mission is to support its member hospitals in creating a world-class health care delivery system for the people of South Carolina by fostering high quality patient care and serving as effective advocates for the hospital community.

Our Vision

South Carolina's hospitals will be national leaders in improving the quality and safety of patient care, and SCHA will be a national leader in advocacy.

Our Credo

We are stronger together than apart.

board of trustees

Trustee Category from Bylaws	Current Officeholder	Hospital	Term Expires
Chairman	Rick Toomey	Beaufort Memorial	2015 Annual Meeting
Immediate Past-Chairman	Rich D'Alberto	GHS Laurens	2015 Annual Meeting
Chairman-Elect	Bill Manson	AnMed Health	2015 Annual Meeting
Treasurer	Lisa Montgomery	MUSC	2016 Annual Meeting
12 At-large Board Members	Janice Dabney	Springs Memorial Hosp.	2015 Annual Meeting
	Paul Johnson	Greenville Memorial	2015 Annual Meeting
	Jim Pfeiffer	Self Regional HC	2015 Annual Meeting
	Norm Rentz	Cannon Memorial Hosp.	2015 Annual Meeting
	Anthony Jackson	HealthSouth Columbia	2016 Annual Meeting
	Mark O'Neil	Hilton Head Hospital	2016 Annual Meeting
	Rich Osmus	Abbeville Area Medical	2016 Annual Meeting
	Jamie Thomas	HCA SE Atlantic Division	2016 Annual Meeting
	Pat Cawley	MUSC	2017 Annual Meeting
	Phil Clayton	Conway Medical Center	2017 Annual Meeting
	Mark Nantz	Bon Secours St. Francis	2017 Annual Meeting
	Dona Isgett	McLeod Health	2017 Annual Meeting
AHA RPB Chairman	Bruce Bailey	Georgetown Hosp. Sys.	December 31, 2015
AHA RPB Delegate	Chuck Beaman	Palmetto Health	December 31, 2015
AHA RPB Alternate Delegate	Matt Severance	Roper Hospital	December 31, 2015
2 Hospital Trustees	Mr. Ed Norris	Georgetown Hospital Sys.	2015 Annual Meeting
	Dan Jones	Lexington Medical Center	2015 Annual Meeting
1 Physician	Dr. Marion Burton	USC Specialty Clinics	2015 Annual Meeting
Non-Voting Members			
AHA Representative	Tom Deweese	American Hospital Assoc.	Ongoing
SMLC Representative	Dr. Ed Catalano	Palmetto Health	Until Successor Elected
SCONL Representative	Tina Jury	AnMed Health	December 31, 2014
Chairman Emeritus	John Miller	AnMed Health	Ongoing
Chairman Emeritus	Tom Dandridge	Regional Med. Orangeburg	Ongoing
Chairman Emeritus	David Dunlap	Roper St. Francis	Ongoing

scha standards of behavior

In the spring of 2012, a diverse team of South Carolina Hospital Association employees developed the following Standards of Behavior based on SCHA's five core values: excellence, accountability, teamwork, professionalism and integrity. These standards define the behaviors that our members and the entire SCHA community can expect from all SCHA employees. The South Carolina Hospital Association's Standards of Behavior align our actions and attitudes with our mission, vision and values. These standards are employee-driven, leadership-supported guidelines that help us ensure a positive work environment.

Excellence

Excellence begins with a commitment to the highest standards of behavior. Each of us is responsible for SCHA's success and makes an ongoing pledge to abide by our values of excellence, accountability, teamwork, professionalism and integrity.

- Treat every person as if he or she is the most important individual in our organization
- Welcome others to my meeting area with eye contact, a smile and a friendly greeting
- Show others that I value their time by starting and ending meetings on time
- Respond to others in a timely manner
- Thank members for trusting SCHA to serve them and meet their needs

Accountability

Accountability describes our responsibility to own and learn from our failures and to celebrate our successes.

- Be prompt and prepared for work and bring a positive attitude
- Take responsibility for making sure that my words, actions, behaviors and decisions reflect positively on SCHA, my coworkers and the rest of the SCHA community

- Strive to exceed expectations in order to provide consistency in quality of service
- Respect and protect any confidential information received from within the SCHA community, patients, and other sources
- Realize that attitudes, words, vocal tone and volume, body language, facial expressions, and actions have tremendous power and use this information to influence positive interactions and outcomes
- Hold myself and others accountable to the values of SCHA

Teamwork

Teamwork describes how we all work together with courtesy, respect, communication, cooperation, and support toward common goals.

- Be proactive in identifying opportunities and solutions for organizational growth and improvement
- Recognizing that we all face challenges at work, commit to helping others succeed
- Ask my teammate(s) for assistance when I am overloaded and need their help
- Request information and follow through with my commitments in a timely fashion
- Serve as a resource to my team and other departments as needed



- Be accountable for information discussed during staff meetings
- Consider the impact of my work on my team and on other teams, and share relevant information as appropriate
- Recognize teams and individuals when they demonstrate outstanding performance or behavior

Professionalism

Professionalism is about how you represent yourself, the value you place on yourself and others, and how you apply your knowledge and skills.

- Treat everyone in the SCHA community with sensitivity to diversity in culture, age, gender, disability, social and economic status, sexual orientation, and other personal characteristics without discrimination, bias or harassment
- Know and abide by SCHA's dress code policy
- Wear my name badge in any environment in which I need to be identified as an SCHA employee
- Be a constant learner and share learning opportunities
- Interact with members of the SCHA community in a helpful and supportive fashion with respect and recognition of the roles played by each individual

- Address my issues and concerns timely, directly and professionally with the person who can solve the problem
- Strive to maximize SCHA brand deposits and minimize brand withdrawals

Integrity

Integrity is the foundation for everything we do. Integrity and character build trust, and integrity is the basis of leadership and interpersonal relationships. It is doing the right thing even when no one is watching.

- Be accountable for my actions
- Be honest and reliable
- Have the courage and discipline to do the right thing
- Set a good example
- Apologize for problems or inconveniences and initiate actions to resolve them
- Comply with all applicable laws, regulations and organizational policies
- Be a good steward of our personnel, financial and material resources

goals & objectives



FINANCE

1. To strengthen and enhance the financial viability of SCHA

Organizational Goals	Organizational Objectives
Strengthen SCHA's financial and accounting processes	<ul style="list-style-type: none"> Meet 2014 budget Receive clean and timely audit
Improve the financial health of SCHA	<ul style="list-style-type: none"> Increase days cash on hand by {number of days} Seek additional sources of non-dues revenue Evaluate SCHA's investment portfolio with portfolio committee on regular basis



PEOPLE

1. To hire, develop, and retain SCHA's greatest asset

Organizational Goals	Organizational Objectives
Hire, develop, and retain great people	<ul style="list-style-type: none"> Address opportunities for improvement identified in "Best Places to Work" assessment Continue to refine PRIDE evaluation process Improve staff on-boarding process Improve health of SCHA employees through comprehensive wellness program
Prepare SCHA for leadership succession at the board, CEO and senior executive level	<ul style="list-style-type: none"> Continue to provide formal educational program to develop executive level management

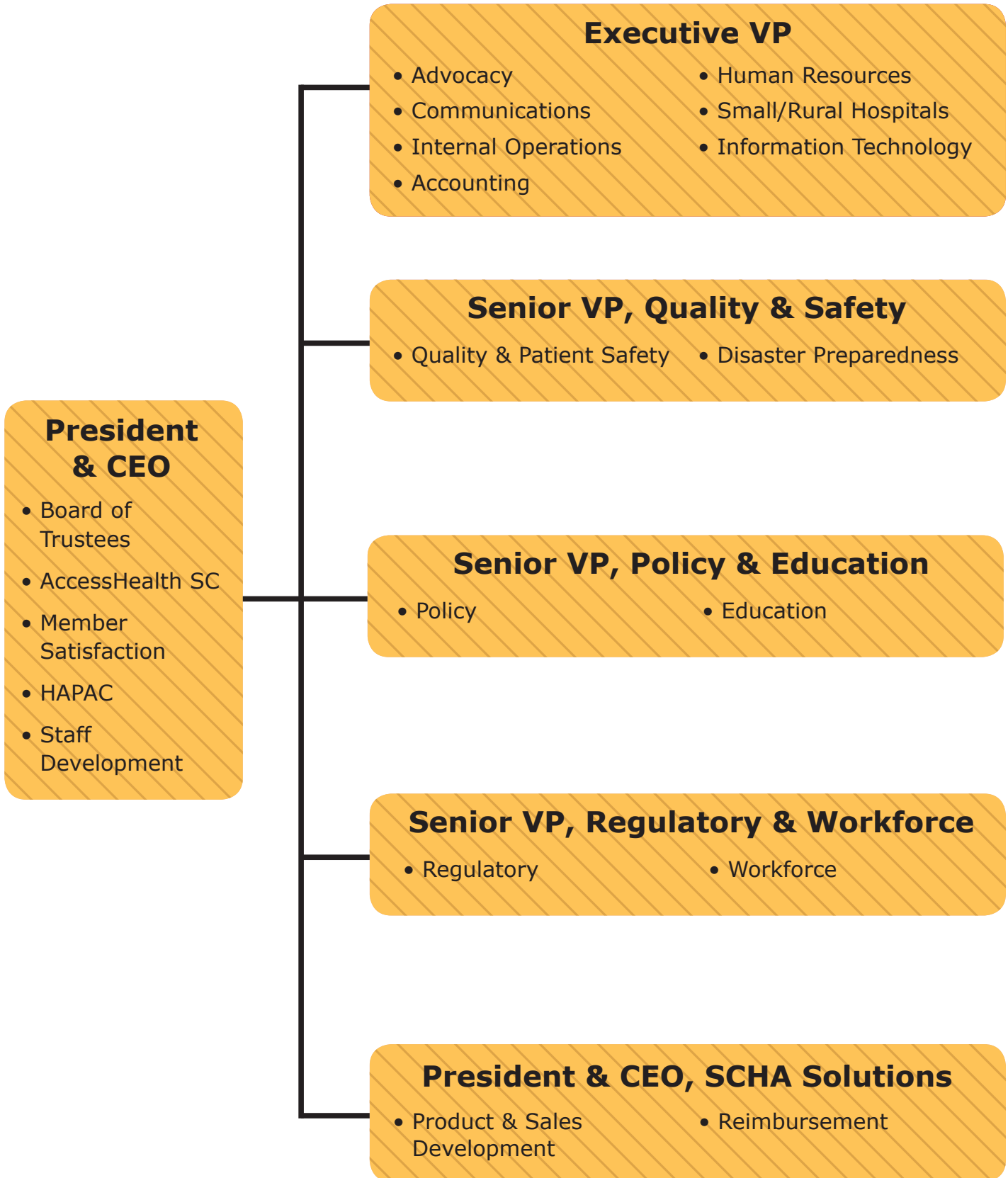


CUSTOMER SERVICE

1. To improve the service delivery and reimbursement environment for hospitals
2. To improve member satisfaction

Organizational Goals	Organizational Objectives
<p>Provide tools, resources, and training to assist hospitals in improving quality and safety of care</p>	<p>Increase number of hospitals participating in SC Safe Care</p> <p>Improve hospital participation and performance in HEN</p> <p>Increase member engagement with in the Care Transitions project with positive trends outcomes measures</p> <p>Actively support ongoing engagement of hospitals & physicians in all aspects of BOI</p>
<p>Improve reimbursement environment for SC hospitals</p>	<p>Work with stakeholders to develop a plan, that is acceptable to the legislature and the business community, to increase the number of people with health coverage</p> <p>Identify ways SCHA can assist members in using Health IT to transform the delivery of care</p> <p>Develop strategies as needed to improve hospital reimbursement for costs incurred in providing care</p> <p>Encourage alignment of financial incentives under any future proposed reimbursement model</p> <p>Increase support for legislation that allows certain practices to be performed and reimbursed through telemedicine</p>
<p>Improve regulatory environment for SC hospitals</p>	<p>Develop strategy to restore and improve CON</p> <p>Develop strategy to secure update of hospital licensure regs 61-16</p> <p>Obtain sponsors in both the House and Senate to introduce legislation that limits use of "emergency" signage and advertising</p> <p>Increase support for legislation that allows employers the right to limit their hiring to non-tobacco users</p>
<p>Work with stakeholders to develop strategies that improve the health of South Carolinians</p>	<p>Align SCHA priorities with priorities identified by the SC Health Coordinating Council</p> <p>Support efforts by advocacy groups to introduce legislation that increases SC cigarette tax to national average</p> <p>Actively support statewide obesity initiative</p> <p>Advocate for a statewide telemedicine program with appropriated state funding</p> <p>Increase number of hospitals and businesses engaged in Working Well initiative</p> <p>Actively support member hospitals with implementation of their Healthy Outcomes Plan (HOPs)</p>
<p>Develop strategy for helping hospitals maintain a workforce adequate to meet the future health care needs of South Carolinians</p>	<p>Support regulatory and legislative efforts that will Increase flexibility for hospitals to serve communities through expanded use of all health professionals</p> <p>Increase workforce needed to meet future health care needs by simplifying process for nursing professionals to obtain additional degrees</p> <p>Reassess board support for physician alignment strategies and support prioritized initiatives</p>
<p>Develop a strategy to maintain high member satisfaction</p>	<p>Allocate SCHA resources to member priorities</p> <p>Encourage engagement of members in all SCHA initiatives</p> <p>Develop an effective and efficient internal strategy for communicating with SCHA members</p>
<p>Develop brand strategy for the hospital industry</p>	<p>Develop and implement strategies to improve the public's understanding of hospital pricing</p> <p>Develop a hospital/category brand campaign</p>

scha organization



**Thornton Kirby,
President & CEO**

- Senior Management
- Melanie Whitfield
- Melanie Matney
- Elizabeth Burt (HAPAC)

Allan Stalvey, Executive VP

- Elizabeth Powers
 - Schipp Ames
 - Tammy Pope
- Elizabeth Burt
- Patti Smoake
 - Eva Foussat
 - Sara Lamberson
- Barney Osborne
- Michelle Edenfield
- Sandi Lee
 - Jaime Garcia
 - Stephanie Hudson
 - David Spink
 - Katrina Peaks
- Diane Paschal
 - Carmen Goulet
- Roz Goodwin

Dr. Rick Foster, Senior VP, Quality & Safety

- Karen Reeves
- Lorri Gibbons
 - Rosemary Thompson
 - Aunyika Moonan
 - Laura Cole
 - Diana Zona
 - Ana Gallego
 - Hardy Childers

Jim Head, Senior VP, Policy & Education

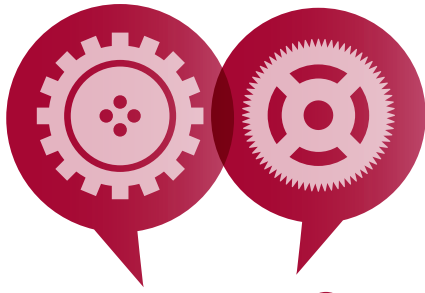
- Roz Goodwin
- Jen Wright
- Emily O'Sullivan
- Sue Alvarez
- Lara Hewitt
 - Erin Watson
- Lucy Marcum
 - Suzanne Jordan
 - Don Frost
- Melanie Whitfield

Jimmy Walker, Senior VP, Regulatory & Workforce

- Kim Wooten

Tommy Cockrell, President & CEO, SCHA Solutions

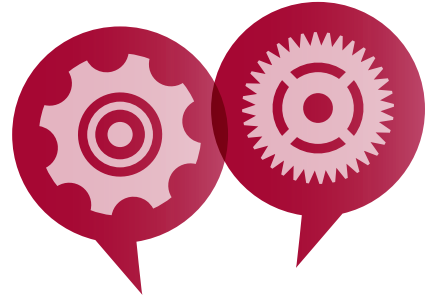
- Carmen Goulet
- Sherry Kolb
 - Mary Hook
 - Janice Berger



committees

&

councils



SCHA Board Committees

- Executive Committee
- Bylaws Committee
- Nominating Committee
- Operations & Audit Committee

SCHA Councils/Committees

- AccessHealth SC Advisory Panel
- Behavioral Health Council
- Legislative Committee
- Policy Council
- Quality Advisory Council
- Reimbursement Council
- Senior Medical Leadership Council (with SCMA)
- Small & Rural Hospital Council
- Workforce Advisory Council

SCHA Work Groups

- Birth Outcomes Initiative
- CON Workgroup
- Data Management Committee
- Patient Dumping Workgroup
- Perinatal Workgroup
- Price Transparency Task Force



SCHREF Board



SCHA Solutions Board Executive Committee



HAPAC Board



personal membership groups



PMG	Contact	Email Address	Phone
SC Chapter of the American Society for Healthcare Risk Management	Karen Reeves	kreeves@scha.org	803.744.3524
SC Healthcare Human Resources Association	Jimmy Walker	jwalker@scha.org	803.744.3527
SC Organization of Nurse Leaders	Susan Outen	souten@scha.org	803.744.3536
SC Society for Healthcare Emergency Management	Kim Wooten	kwooten@scha.org	803.744.3527
SC Society for Hospital Fund Development	Jimmy Walker	jwalker@scha.org	803.744.3527
SC Healthcare Recruiters Network	Jimmy Walker	jwalker@scha.org	803.744.3527
SCHA Chaplains' Society	Karen Reeves	kreeves@scha.org	803.744.3524
SC Society of Hospital Directors of Volunteer Services	Erin Watson	ewatson@scha.org	803.744.3512
SC Society of Hospital Engineers	Kim Wooten	kwooten@scha.org	803.744.3527
SC Society of Hospital Materials Management	Tommy Cockrell	tcockrell@scha.org	803.744.3527
Society of Managed Care Professionals	Jim Head	jhead@scha.org	803.744.3507
SC Association of Hospital Auxiliaries	Erin Watson	ewatson@scha.org	803.744.3512
SC Executive Assistants in Healthcare	Melanie Whitfield	mwhitfield@scha.org	803.744.3542

corporate sponsors



diamond



platinum



gold

