



Suburban
Hospital Alliance
of New York State, LLC



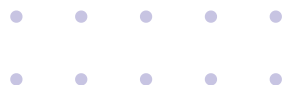
2026 MEMBER SERVICES GUIDE



Nassau-Suffolk
Hospital Council



Northern
Metropolitan
Hospital Association



Membership



**Nassau-Suffolk
Hospital Council**

Carol Gomes, Chair
CEO and COO
Stony Brook University Hospital



**Northern
Metropolitan**
Hospital Association

Derek Anderson, Chair
President
Northern Westchester Hospital

Catholic Health

Good Samaritan University Hospital
Mercy Hospital
St. Catherine of Siena Hospital
St. Charles Hospital
St. Francis Hospital & Heart Center
St. Joseph Hospital

Mount Sinai South Nassau

Nassau University Medical Center

Northwell Health

Glen Cove Hospital
Huntington Hospital
LIJ-Valley Stream Hospital
Mather Hospital
North Shore University Hospital
Peconic Bay Medical Center
Plainview Hospital
South Shore University Hospital
Syosset Hospital

NYU Langone Health

NYU Langone Hospital – Long Island
NYU Langone Hospital – Suffolk

Stony Brook Medicine

Stony Brook Eastern Long Island Hospital
Stony Brook Southampton Hospital
Stony Brook University Hospital

Blythedale Children's Hospital

Ellenville Regional Hospital

Garnet Health

Garnet Health Medical Center
Garnet Health Medical Center-
Catskills, Callicoon
Garnet Health Medical Center-
Catskills, Harris

Helen Hayes Hospital

Keller Army Community Hospital

Montefiore Health System

Burke Rehabilitation Hospital
Montefiore Mount Vernon
Hospital
Montefiore New Rochelle Hospital
Montefiore Nyack Hospital
Montefiore St. Luke's Cornwall
Hospital
White Plains Hospital

Northwell Health

Northern Westchester Hospital
Phelps Hospital
Northern Dutchess Hospital
Putnam Hospital
Vassar Brothers Medical Center

Saint Joseph's Medical Center

Saint Joseph's Medical Center
St. Vincent's Hospital Westchester

Westchester Medical Center Health Network

Bon Secours Community Hospital
Good Samaritan Hospital
HealthAlliance Hospital
MidHudson Regional Hospital
St. Anthony Community Hospital
Westchester Medical Center

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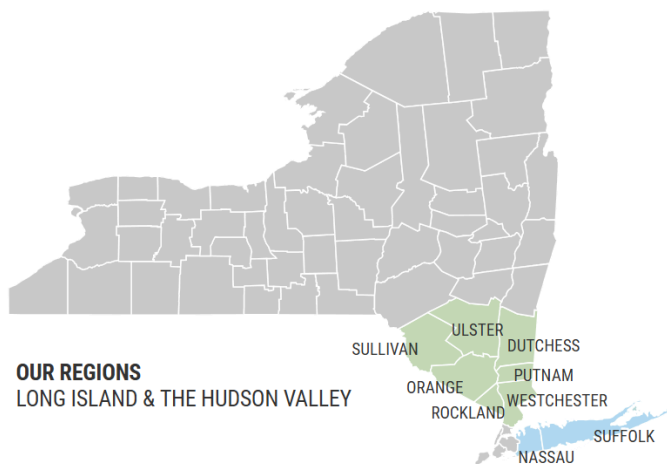
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About the Suburban Hospital Alliance



The Suburban Hospital Alliance of NYS (SHA) is the only association solely dedicated to advancing the interests of providers in the suburbs surrounding New York City. It represents nearly 50 hospitals and part or all of nine health systems in nine counties. The Suburban Hospital Alliance was established in 2010 to formalize the relationship between the Nassau-Suffolk Hospital Council (NSHC) and Northern Metropolitan Hospital Association (NorMet) under a shared management team.

The Nassau-Suffolk Hospital Council (NSHC) has been representing and advocating for hospitals on Long Island since 1955, when it was founded by a handful of voluntary hospital members. The Northern Metropolitan Hospital Association (NorMet) was originally established in 1974 as a membership organization for the voluntary and public hospitals in the seven Hudson Valley counties immediately north of New York City—Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, and Westchester.



OUR REGIONS
LONG ISLAND & THE HUDSON VALLEY



Providing high-quality health care to all patients and meeting the needs of their communities continues to be the driving mission of the Suburban Hospital Alliance’s members. The Alliance exists to help its member hospitals achieve this goal through advocacy at the local, state, and federal levels, interpretation and monitoring of regulatory issues, professional education, and the sharing of information and best practices.

The Nassau-Suffolk Hospital Council and Northern Metropolitan Hospital Association each are governed by independent boards comprised of the executive leaders of each member hospital and health system. Each regional association operates under a management contract with the Healthcare Association of New York State (HANYS), which provides administrative support to the regional association. Wendy Darwell is the president and CEO of the Suburban Hospital Alliance, NorMet Hospital Association, and the Nassau-Suffolk Hospital Council.

2025 Year in Review



The Suburban Hospital Alliance in 2025 continued to provide its core services in new ways to support member hospitals as they managed ongoing financial, regulatory, and workforce challenges.

Advocacy Work

Fighting for fair funding

Suburban Hospital Alliance helped secure a strong outcome in the FY25–26 State budget, with significant new Medicaid and safety net investments and no cuts to hospital funding. At the federal level, SHA launched early advocacy to delay Medicaid DSH cuts and oppose broader Medicaid reductions, supported by direct congressional outreach, coalition letters, media engagement, and a social media campaign.

Maximizing Medicare reimbursement

Building on its history of providing policy and tactical leadership on the Medicare wage index, the Suburban Hospital Alliance spearheaded an initiative that will increase payments for every acute care hospital in the state by an estimated \$1.3 billion in the 2026 fiscal year. Instead of \$276 million in cuts, SHA member health systems will see reimbursements increase by approximately \$648 million.

Policy priorities addressed

Suburban Hospital Alliance pursued an active state and federal policy agenda, supporting prior authorization and prompt payment reforms, workforce initiatives, and operational reforms, while opposing the Fair Pricing Act and other damaging proposals. Targeted advocacy helped prevent the passage of several harmful bills and mitigate the MTA payroll tax increase. While the harmful Grieving Families and Local Input in Community Healthcare Acts were again passed in the State legislature, advocacy efforts secured a veto from the Governor.

Intervening with regulators

The Suburban Hospital Alliance worked to clarify regulatory issues and assisted individual members as needed. In comment letters and conversations with regulators, SHA weighed in on worrisome proposed regulations and policy changes throughout 2025. An increase in the 340B clawback proposed by the Centers for Medicare and Medicaid Services (CMS) was ultimately thwarted in the 2026 final rule. At the state level, we successfully achieved changes in Certificate of Need regulations that removed some of the burden on hospitals. SHA supported the State's request to the federal government to revert to its original Basic Health Plan under a Section 1331 Waiver. If approved, this change will mitigate the increased Medicaid costs to the State and the number of uninsured, easing some of the burden in this area for hospitals.

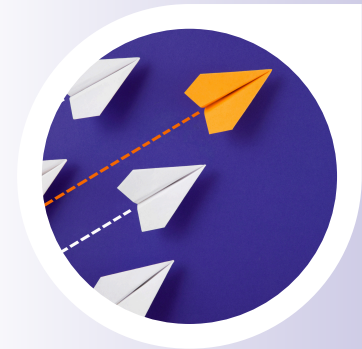
2025 Year in Review Continued



Advocacy Work Continued

Improvements in behavioral health regulations

Building on the prior year's advocacy that led New York State's Office of Mental Health (OMH) to scale back some of its more burdensome discharge planning requirements, the Suburban Hospital Alliance facilitated ongoing dialogue between the hospitals and state policymakers to address operational challenges and implementation concerns. This work included promoting PSYCKES training for hospital leadership and emergency department frontline staff, facilitating hospital participation in the State's Community Connections initiative, and attending monthly State association calls with OMH in to raise awareness of hospital concerns and find common ground.



Membership Services and Education

Suburban Hospital Alliance continued to provide strong member support through its discipline-focused committees, educational sessions on important topics identified by members, and direct assistance with member issues. SHA staff briefed committee members on new State guidance and regulations, provided a platform for members to network and share experiences, and solicited feedback from members to refine its advocacy agenda. This year's education topics delved into human trafficking, immigration enforcement, patient safety, risk management, improved patient outcomes, and community benefit and engagement. Participation in both regions remained high, with attendance for the year reaching 867 participants in committees, workgroups, and educational programs. There were 543 executive-level points of contact, which included 1:1 executive meetings and research requests.



2025 Year in Review Continued



Community and Population Health

The Suburban Hospital Alliance supports regional public health and community benefit awareness-raising initiatives that augment hospitals' efforts. In 2025, the association launched seven social media campaigns. These included flu vaccination, celebrating nurses and hospitals' contribution to their local communities, healthy living to reduce chronic conditions, health literacy, and insurance enrollment. *The Medicaid Domino/Paradox* campaign and *Tick Tock* health tax credits campaign supported the association's overall advocacy efforts, as hospitals navigated very difficult state and federal legislative seasons. Tools and templates were provided to all member hospitals for their use, with a customization option.

The Suburban Hospital Alliance remained regionally active on population health issues in a variety of ways. NSHC has representation on the Social Care Network (SCN) governing board for the Long Island region, and NorMet assists the Hudson Valley SCN when needed. SCNs, part of the Medicaid Section 1115 waiver structure, are coordinating screening and social care interventions. The Long Island Health Collaborative continued to convene hospitals and other providers, county health departments, community-based organizations, payers, and others to identify region-wide 2025-2030 Prevention Agenda priorities and provide opportunities for collaboration. The Suburban Hospital Alliance holds a seat on the State Ad Hoc Committee for the Prevention Agenda, helping to refine the framework for the 2025-2030 iteration of the State's Prevention Agenda and providing members in both regions with technical assistance in navigating the new agenda.

Community Health Needs Assessment and Service Plans

The Suburban Hospital Alliance provides technical assistance and guidance about the NYS Prevention Agenda and the CHNA process to member hospitals in both regions. NSHC's Long Island Health Collaborative (LIHC) conducted an extensive community survey and key informant interviews, analyzed the results, and provided data to Long Island member hospitals for their Community Health Needs Assessments (CHNA) and Community Service Plans, saving hospitals the expense of conducting their own surveys and hiring vendors. The association also provided a template companion report for the CHNA to simplify members' submissions, along with metrics hospitals could add to their State workplans. Those measures stemmed from organic programs and content analysis. The association's community health engagement work led to a consulting agreement with HANYS' DataGen division several years ago and the development of their CHNA Advantage™ and CHA Advantage™ product offerings, built on the expertise NSHC has developed in this area.

Committees and Programs



The Suburban Hospital Alliance provides strong member support through its discipline-focused committees on important topics identified by members.

Communications Committee: Comprised of communications, marketing, and public affairs professionals, the Communications Committee meets on an ad-hoc basis to discuss best practices and works to ensure advocacy and all other messaging are aligned among membership. For more controversial topics, media relations becomes a coordinated effort. Public awareness campaigns are developed with committee input and speak to a variety of topics. A variety of professional education programs are also held for the Committee.

Corporate Compliance Committee: The Corporate Compliance Committee, comprised of general counsels and compliance officers, meets quarterly. The group focuses on the implementation of policies and procedures to ensure that institutions are in compliance with federal and state statutes, regulations, and court rulings. Frequent topics include compliance audits, OMIG and OIG focus areas, state and federal standards, and risk management.

Fiscal Policy Committee: The Fiscal Policy Committee meets quarterly and is comprised of chief financial officers and vice presidents of finance. The committee's agendas are focused on federal and state reimbursement streams, financial reporting requirements, managed care reforms, capital investment, and market conditions. The committee also reviews, selects, and oversees the contractor conducting NSHC's annual review of Medicare wage index data.

Human Resources Committee: The Human Resources Committee meets quarterly and is comprised of hospital vice presidents and directors of human resources. It focuses on workforce retention and development, state and federal employment laws, and regulatory requirements. The committee also works together with Salary.com to produce localized compensation data reports specific to Long Island and the Hudson Valley.



Committees and Programs Continued



Nurse Executives Committee: The Nurse Executives Committee meets quarterly and brings together chief nursing officers and deans of nursing from local colleges and universities. Committee meetings typically focus on developments in regulation or statute that are pertinent to the development of the nursing workforce or the practice of nursing. The committee also sponsors NSHC's annual Nurse of Excellence award.

Quality Committee: The Quality Committee meets quarterly and is comprised of senior-level hospital executives in quality/performance improvement, risk management, and infection prevention. It focuses on compliance and regulatory requirements to improve patient outcomes and safety, quality reporting metrics, CMS Conditions of Participation, patient rights and privacy, and Joint Commission accreditation and audits.

Revenue Cycle Committee: The Revenue Cycle Committee is comprised of a diverse group of administrative and financial professionals. It focuses on state and federal regulatory requirements, managed care and system delivery topics, patient access, claim denials, and appeals.



Pictured Above

Bottom: Nicolette Fiore-Lopez, PhD, RN, CENP, FAONL, FAAN, Chairwoman, Nurse Executives Committee Chief Nursing Officer, St. Charles Hospital (left); and Theresa Dillman, DNP, MSN, MHA, RN, NE-BC, Chairwoman, 2025 Nurse of Excellence Subcommittee, Vice President and Chief Nursing Officer, Plainview Hospital and Syosset Hospital Northwell Health (right) take the podium at the Nassau-Suffolk Hospital Council's 2025 Nurse of Excellence Award Ceremony.

Committees and Programs Continued



Recognizing Excellence and Leadership

Ann Marie Brown Memorial Scholarship Award: In memory of the late vice president for government and public affairs at the Nassau-Suffolk Hospital Council, a \$2,000 award is offered to college students who are residents of Long Island and are studying communications, journalism, or health care administration.

Community Champion Award: This recognition was created in 2023 to pay tribute to a member of the Long Island Health Collaborative who has shown exemplary dedication to and participation in the community health work of the collaborative. It is generally reserved for an individual who helped found the collaborative and has remained active through the years.

Nurse of Excellence Award: Each year, NSHC member hospitals and Long Island schools of nursing nominate a nurse demonstrating outstanding leadership, scholarship, and clinical practice for the Nurse of Excellence award. A subcommittee of the Nurse Executives Committee reviews the nominations and selects award winners. The Hospital Council hosts a ceremony to recognize all of the nominees and honor the winners.

Nursing Fellow: First awarded in 2024, the Nursing Fellow designation honors an outstanding nurse executive for long-time service to the committee and profession.

Theodore Roosevelt Award: NSHC annually recognizes one volunteer at each institution for his or her outstanding service and volunteerism. The honorees are chosen by each hospital and are presented with the award at an event of the hospital's choosing.



Pictured Above

Top: Janine Logan, VP, Communications and Population Health, and Director of the Long Island Health Collaborative (left), awards Keasha Guerrier, MD, Chair of Family Medicine at Long Island Jewish Valley Stream Hospital, Northwell Health (center) with the Long Island Health Collaborative's First Annual Community Champion Award, joined by Michael Guerrier (right).

Bottom: 2025 Nurse of Excellence Winners (left to right): Denise Driscoll, RN-BC, CARN, PMHCNS-BC, NPP, Assistant Vice President Behavioral Health, Mather Hospital Northwell Health; Lee C. Moldowsky MSN, RN, NEA-BC, RN-BC, CPHQ, Director of Nursing Quality and Performance Improvement and Magnet Program, NYU Langone Hospital – Long Island; Giselle Gerardi, PhD, RN, RNC-OB,C-EFM, Assistant Professor, Stony Brook School of Nursing

Insurance Enrollment



Assisting Consumers with Insurance Enrollment

The Nassau-Suffolk Hospital Council (NSHC) has been helping people on Long Island obtain health insurance coverage for nearly 30 years. The organization began in 1998 with its first grant to develop a Healthy Families Hotline to assist member hospitals in providing information about eligibility and enrollment to their patients on insurance programs available at that time.

As New York's health insurance options have expanded over the years, so have NSHC's insurance assistance programs. In 1999, program staff began providing in-person assistance to parents wanting to enroll their children in Child Health Plus. In 2000, that assistance expanded to include adults eligible for Medicaid and the former Family Health Plus program. In 2014, NSHC began offering enrollment assistance to families and individuals through the State's new online insurance marketplace called NY State of Health, established as a result of the 2010 passage of the Affordable Care Act.

NSHC continues to provide enrollment assistance with services made available during convenient non-traditional hours in local community sites throughout Nassau and Suffolk counties in the preferred language of consumers. These sites include libraries, community-based organizations, health centers, and churches that are strategically located to target the uninsured population and those seeking assistance in renewing their health insurance coverage. Health insurance enrollment assistance includes Medicaid, Child Health Plus, Essential Plan, Qualified Health Plans in the NY State of Health, and special Medicaid programs specific to the aged, blind and disabled populations.

NSHC staff have also served as community health advocates through a grant from the Community Service Society of NY since 2010. In this role, staff provide post-enrollment assistance, helping people utilize their insurance, understand their rights and responsibilities, access and change primary care doctors and specialists, and understand their explanation of benefits forms and the processes involved in obtaining preauthorizations and appealing coverage denials. Staff also go into the community to conduct presentations and educational outreach to help people learn more about insurance programs and spread the word about what is available to them in New York State.

In 2025, NSHC helped more than 2,000 individuals with their health insurance needs. Since 1998, NSHC has assisted hundreds of thousands of Long Island residents with enrollment in health insurance and maintaining their coverage because access to and the continuity of healthcare are what help keep our communities, towns and counties thriving.



Hospital Council staff provide health insurance assistance to consumers in community settings across Long Island, but can provide expertise on enrollment and eligibility issues across both regions.

Population Health



Improving the Health of Long Islanders

The Long Island Health Collaborative

Overseen by the Nassau-Suffolk Hospital Council, the Long Island Health Collaborative (LIHC) is an extensive group of committed partners who work together to improve the health of Long Islanders. The LIHC participants began meeting voluntarily in 2013. In 2015, the LIHC became the Population Health Improvement Program for the Long Island region under a New York State Department of Health grant. It has since transitioned back to a non-grant-supported initiative.

The Collaborative consists of representation from all of the hospitals on Long Island, the two county health departments, physician leaders, representatives from nursing and mid-level provider associations, dozens of community-based health and social service organizations, academic institutions, libraries, school districts, health plans, local municipalities, and many others. The group's work is currently focused on the reduction of chronic diseases, tobacco cessation, and healthy eating. These are the current region-wide Prevention Agenda priorities agreed upon by collaborative participants. Efforts to enhance the treatment and prevention of mental health and substance misuse are always ongoing.

The Collaborative is committed to eliminating health inequalities and gaps in fair access to care through data collection and community engagement strategies. It continued to collect and analyze data using its proprietary Community Health Assessment Survey for hospitals and counties to use in their federal Community Health Needs Assessments and state Community Service Plans. This saves member hospitals the expense of conducting their own surveys and hiring vendors. Specifically, a 2025 CHNA Work Group led by the LIHC assisted Long Island member hospitals through the Community Health Needs Assessment process.

The association also provided a template companion report for the CHNA to simplify members' submissions, along with metrics hospitals could add to their State workplans. Those measures stemmed from organic programs and keyword content analysis.

Technical assistance and guidance about the 2025-2030 NYS Prevention Agenda and the CHNA process were provided to both regions.



The Long Island Health Collaborative is a unifying force that leverages the population health efforts of its diverse participants to improve the health of all Long Islanders.

Population Health Continued



Community Health and Events

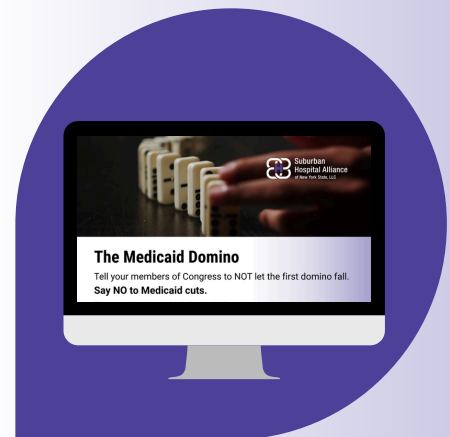
The LIHC has also partnered with AARP Long Island, New York State Parks, the Long Island Greenbelt Trail Conference, and member hospitals on a *Healthy Hikes* event series to provide information about the importance of physical activity. The LIHC is one of more than 500 organizations worldwide that maintain a *Walk with a Doc* chapter, through which it delivers unique health education and walking events to Long Islanders. Scheduled *Walk with a Doc* programs are held with hospitals, community organizations, and other entities throughout the year. Metrics from this organic programming augment hospitals' data collection and reporting efforts.

Through the LIHC, NSHC also provides communications, public relations, and event management support as a regional contractor for the New York Coalition for Transportation Safety, working to increase awareness of pedestrian and bicyclist safety through its *Walk Safe Long Island* law-based education campaign.

Public Awareness and Advocacy Campaigns

The Suburban Hospital Alliance launched several social media campaigns in 2025 in addition to its annual Hospital Week, Nurses Week, and influenza vaccination campaigns. The Winter Vaccination Resources campaign encouraged both influenza and COVID-19 vaccination in partnership with the NYS Association of County Health Officials.

The Alliance also launched two advocacy campaigns in 2025: *The Medicaid Domino/Paradox* and *Tick Tock*, which advocated against Medicaid cuts and the expiration of enhanced premium tax credits, respectively. Campaign tools and customizable templates were provided to all member hospitals.



Pictured Above

Top: Community members came out to Belmont Lake State Park on Saturday, July 25, 2025 to join Nassau-Suffolk Hospital Council/Long Island Health Collaborative staff, Catholic Health staff, Long Island Greenbelt Trail Conference staff, AARP volunteers for a walk led by Dr. Joe Chirayil, Assistant Director of the Emergency Department at St. Joseph Hospital, pictured in the center wearing a blue collared shirt and baseball cap.

Bottom: A visual from the Suburban Hospital Alliance's 2025 Medicaid Domino Campaign.

Supportive Services



Emergency Preparedness: Under the State's Hospital Preparedness Program, NSHC and NorMet's regional coordinators contributed to the development of a cybersecurity assessment, providing feedback to ensure it reflected hospital needs and helping achieve near-universal member participation. The regional coordinators also secured extensions for the 2025–2026 emergency preparedness coordination grants. Regional coordinators supported members by engaging in statewide strategy meetings, strengthening regional coordination, and assisting in hospital preparedness drills.

Legal & Compliance Consulting: The Suburban Hospital Alliance is contracted with Park Strategies, LLC for legislative and regulatory consulting services. Mark Thomas, Esq., general counsel for NSHC, NorMet, and the Suburban Hospital Alliance, also provides policy expertise on a range of compliance issues.

Media Relations: Vice President of Communications Janine Logan works in tandem with the public affairs directors at member institutions to ensure consistency of media messages. This is particularly useful in high-profile media situations in which the Suburban Alliance can intercede on a member's behalf and provide an industry perspective. The association works proactively to engage the media on a variety of health policy, legislative, and regulatory topics.

Medicare Wage Index Audit and Appeals: To ensure that hospitals garner the highest possible regional adjustment to their Medicare reimbursement rates, NSHC arranges and oversees an annual audit of all members' wage-related expenses for submission to CMS and files appeals if necessary. Building on its history of providing policy and tactical leadership on the Medicare wage index, in 2025 the Suburban Hospital Alliance spearheaded an initiative that will increase payments for every acute care hospital in the state by an estimated \$1.3 billion in the 2026 fiscal year. Instead of \$276 million in cuts, SHA member health systems will see reimbursements increase by approximately \$648 million.

Wage & Salary Surveys: The Suburban Hospital Alliance partnered with Salary.com—an innovative compensation software solution company—to conduct its annual wage and compensation survey at a discounted rate for member hospitals that elect to participate. Because of the strong engagement in 2025, member hospitals in the Long Island and Hudson Valley regions will be able to access localized compensation data specific to these two markets starting in 2026.

As a benefit of membership, hospitals receive a number of direct services tailored specifically to the suburban regions. Assistance is provided on an individual and regional level, allowing members to leverage the collective efforts of the group.

Reports and Publications



Advocacy Update: The Suburban Hospital Alliance provides a periodic newsletter from CEO Wendy Darwell to the association's board members, government relations, and regulatory officers. It provides updates on state and federal policy developments.

Career Guide: Provides descriptions of a variety of careers in health care, the educational requirements necessary to work in those positions, and the local higher education institutions that offer the appropriate degree programs. The guide is often used by hospital human resources and community relations staff for programs at local schools or career fairs.

Membership Directories: The Hospital Council bi-annually publishes a membership directory of executives, department heads, clinical leaders, and key support staff.

Monthly Statistical Report: NSHC collects hospital volume data from Long Island members and distributes a monthly regional report, allowing hospital executives to review local utilization data months before SPARCS data sets are released by the state. The report includes ambulatory, emergency, and inpatient volume statistics by service line.

Progress Notes: *Progress Notes* is the quarterly member newsletter of the Suburban Hospital Alliance. It provides updates to hospital staff and other health care providers on the activities of the regional associations and their member hospitals, as well as articles on health care policies, legislative activity, and market issues.

Project Log: The Suburban Alliance sponsors a bi-monthly report that tracks the progress of projects that have been submitted for Certificate of Need approval. The report covers all projects proposed in the Hudson Valley, New York City, and on Long Island.

STAT News: *STAT News* is a bimonthly briefer written by the Suburban Hospital Alliance for hospital executives and staff, legislators, the business community, the media, and allied health partners on the most pressing legislative and regulatory healthcare issues.

The Suburban Hospital Alliance has developed a series of reports and resources that provide members with the most current information on issues that impact their facilities and the suburban regions.



Business Services and Affiliated Organizations



The Suburban Hospital Alliance and its regional associations have developed strategic relationships with a number of commercial partners to provide their members with access to innovative technologies and services that address hospitals' operational and financial needs. It also offers its own proprietary consulting services.

Health Equity, Community Health Consulting Services

In October 2025, Suburban Hospital Alliance officially launched its community health consulting and report writing service line, **OckhamHealth Strategists™**, and its official website. The mission of OckhamHealth Strategists™ is to support clients' strategic and regulatory efforts and empower partners to create a meaningful impact on the health and well-being of our communities, particularly those who are considered medically underserved. Through OckhamHealth Strategists™, SHA continues to offer its

HEIA CompleteSM service. The launch of this rebrand has mobilized SHA to undertake Health Equity Impact Assessments (HEIA) for non-hospital, Article 28 facilities while continuing to offer HEIA reports for SHA member hospitals at special member pricing. OckhamHealth Strategists™ staff members are currently conducting multiple HEIAs for both hospital and nursing home entities.

Alliance Health Communications is a service line of the Suburban Hospital Alliance, providing comprehensive communications services aimed specifically at not-for-profit community-based organizations in the health, social services, and public health sectors that work within tight budgets. Alliance Health Communications provides a full complement of social media and traditional media tactics to advance an organization's mission, project, or grant application deliverables. Services range from creative campaign conceptualization to materials/asset development and evaluation metrics.

The Suburban Hospital Alliance supports **HANYS Marketplace**, which offers a diverse portfolio of vetted solutions that help healthcare providers thrive in this dynamic healthcare environment. The Marketplace continuously evaluates the needs of healthcare providers to meet the needs of its HANYS members.

CHNA Advantage™ and **CHA Advantage™** are DataGen's Community Health Needs Assessment (CHNA) service lines built on the expertise NSHC has developed in this area. These solutions streamline the CHNA process for hospitals and health departments. DataGen's proprietary platform draws from 400+ metrics from seven different domains across social determinants, demographics, and healthcare metrics. In 2025, NSHC staff helped DataGen complete a half dozen reports, locally and nationally.

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Business Services and Affiliated Organizations Continued



The Suburban Hospital Alliance and its regional associations have developed strategic relationships with a number of commercial partners to provide their members with access to innovative technologies and services that address hospitals' operational and financial needs. It also offers its own proprietary consulting services.

Affiliated Enterprise Solutions, LLC: The Suburban Hospital Alliance of NYS entered a strategic business partnership with Affiliated Enterprise Solutions (AES) for the purposes of increasing, strengthening and sustaining SHA's non-dues revenue-based programs. This is a national partner program that will provide SHA with the opportunity to generate revenue and provide our member hospitals with access to vetted, innovative solutions and services.

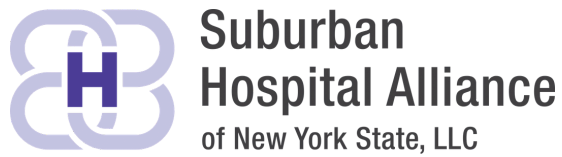
Managed Care Advisory Group, LLC (MCAG) is a revenue recovery consulting firm engaged by NSHC. MCAG is an expert at identifying and assisting members in recovering money that they are owed due to class action settlements. MCAG has recovered more than \$260 million in class action settlement funds for its clients. MCAG also provides a recovery service for Unclaimed Funds that may have been held by law firms or by states. This fund recovery service is the most comprehensive available today for analyzing private and public data to identify and recover dormant unclaimed, uncashed, or undelivered funds. MCAG offers all of its recovery services to NSHC members at a reduced contingency fee.

Third Party Reimbursement Solutions, LLC ("TPR") provides advisory services to hospitals and health systems on a local and national level. Specifically, it offers advisory services that focus on hospital Medicare and Medicaid reimbursement and regulatory issues. TPR's management team averages more than 25 years of consulting (Big 4 firms), hospital, and fiscal intermediary experience. Its principal has been leading the association's wage index audit work for more than a decade.

Salary.com: Through June 2027, the Suburban Hospital Alliance is partnering with Salary.com to conduct its annual wage and compensation survey at a discounted rate for member hospitals that elect to participate. Participation will also provide healthcare-specific insights, pay practice, special pay data, experience differentials, and industry-specific breakouts, among other benefits. Accommodations have been negotiated for hospitals and health systems that are members of the Suburban Hospital Alliance.

Vault Verify is your hospital's solution for outsourcing employment and income verifications (VOIE). Suburban Hospital Alliance members can utilize Vault's proprietary platform for streamlined and simplified verifications. Vault Verify eliminates the need for manual follow-up, optimizing your staff's time and talent for allocation elsewhere.





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