



Hospital Membership

As patient populations continue to shift, the best patient-centered care addresses the daily impact of religion's role on patient decision-making, care and safety. Tanenbaum's Hospital Members have access to Tanenbaum's sought-after insights, resources, and discounted trainings on the topic of religious and cultural diversity in health care. Hospital Members receive ongoing guidance from Tanenbaum on this often sensitive topic and have the opportunity to pose questions and specific concerns as they come up.

BENEFITS

Individual Hospital - During each year of membership, individual hospitals receive the following benefits:

I. Introductory call to benchmark with institution-specific summary report and recommendations

Hospital Members are invited to participate in benchmarking interviews. Tanenbaum staff will schedule a 60-90 minute phone call to conduct the interview and gain a sense of the current experience of religious diversity and cultural competence at your hospital. Based on this interview, Tanenbaum will send a report summarizing our findings and making recommendations for how to most effectively use the resources available through the Hospital Membership.

II. Access to one webinar per year for all Hospital Members on a timely topic

Hospital Members receive access to a yearly webinar for all employees on a timely topic, to be determined by Tanenbaum based on our benchmarking with Hospital Members. These topics will be informed by current events and trends and include communication strategies and recommendations for care for patients and interactions among colleagues from all religious faiths and none.

III. Access to Tanenbaum's residency curriculum

Hospital Members will receive access to Tanenbaum's comprehensive training materials for residents on religio-cultural competence. These materials include a series of modules guided by PowerPoint presentations and accompanying facilitator's guides. The facilitator's guides provide a detailed outline for medical educators on how to present the materials and facilitate discussions and skills-building activities.

IV. Access to Tanenbaum's 1-hour online course on religio-cultural competence

Hospital Members will also receive access to a 60-minute audiovisual online course that will improve the religious literacy and cultural competence of health care providers at your institution. This course will teach participants how cultural and religious beliefs and practices often impact patient decision-making, treatment choices and the need for new approaches to patient-centered care.

V. *Religion at Work*

Tanenbaum's online resource, *Religion at Work: A (Human) Resource for Managers* is designed to help Human Resources and Diversity & Inclusion practitioners more effectively manage religious diversity in their workplace.

As a Hospital Member, you receive a one-year subscription to this groundbreaking resource with 10 unique passwords and user names. The resource will provide you and your colleagues with:

- **Authoritative Case Studies & the Latest Case Law:** includes case studies to help HR and diversity managers understand legal issues and the implications for your business when challenges arise. A series of cases are specifically focused on the health care workplace.
- **Extensive Information on World Religions:** packed with pertinent information on how the beliefs, practices, and traditions of Judaism, Christianity, Islam, Hinduism, Buddhism, Sikhism, Wicca, and Afro-Caribbean traditions can impact the workplace.
- **Tools for Establishing a Respectful and Productive Environment:** handy tip sheets and checklists to help manage religious diversity concerns and create productive work environments.
- **Glossary and Quizzes:** an in-depth glossary, interactive self-assessment quizzes, comprehension checkpoints, and real-world applications.

VI. *Weekly News Digest*

Hospital Members receive a weekly News Digest email featuring top religious diversity news stories so they can stay informed, aware, and proactive in their approach to religio-cultural competence and diversity & inclusion.

VII. *10% discount on trainings*

Hospital Members are entitled to a 10% discount on Tanenbaum's training services – and there's no limit to how many sessions members may book at the discounted rate. Types of trainings where discounts could be applied include, but are not limited to:

- **Management Briefings:** Tanenbaum's health care management briefing is a four-hour presentation designed to introduce religious diversity and workplace issues in health care settings, as well as religious diversity in the provision of health care. Half the session examines important trends and presents the business case for addressing religious diversity issues as they relate to employee retention, productivity, and services offered. An overview of pertinent legislation, case law and better practices completes this portion of the session. The second half of the session is a two-hour introductory health care training session, which introduces management to how and why religion is relevant to health outcomes, and what to do when patients use religious beliefs to guide them in health care decisions.
- **Interactive Workshops:** Tanenbaum's workshops are cognitive and skills-based sessions that include interactive components designed to give providers a chance to begin applying and practicing their new knowledge about religion and health in a concrete way. The particular topics and format are developed with the hosting health facility. Trainings are available for residents, attending physicians, patient service associates, nurses and nurses' aides, volunteers and other groups, such as nutritionists and lab technicians. The length of such sessions will vary depending on the audience and the curricula being provided.

- **Grand Rounds:** Tanenbaum delivers Grand Rounds sessions to create interest in and awareness of the topic of religious diversity in health care or to hone in on a topic of particular relevance to the institution. In all cases, the sessions highlight the many ways in which the religious beliefs of both patients and staff impact health care delivery and decision-making and the communication skills needed for identifying when those beliefs are relevant to a treatment plan.
- **Webinars:** Tanenbaum designs and conducts customized web-based religious diversity in health training for your managers and employees. Our webinars allow medical institutions to invite an unlimited number of participants from multiple locations, maximizing training opportunity and reaching a broader geographic audience.

VIII. Visibility as a leader in this field

- As a Hospital Member, your company's name and logo will be featured on Tanenbaum's website, providing you with advertising at no cost and reinforcing your reputation as a leader in the fields of religio-cultural competence and diversity & inclusion.
- You will also receive a half-page ad in our Annual Awards Digital Gala Journal.

Small Multi-Hospital System (2-9 hospitals) - During each year of membership, small multi-hospital systems receive the following benefits:

I. Introductory call to benchmark with institution-specific summary report and recommendations

Hospital Members are invited to participate in benchmarking interviews. Tanenbaum staff will schedule a 60-90 minute phone call to conduct the interview and gain a sense of the current experience of religious diversity and cultural competence at your hospital. Based on this interview, Tanenbaum will send a report summarizing our findings and making recommendations for how to most effectively use the resources available through the Hospital Membership.

II. Two hours of consulting time

As a Hospital Member you are eligible to receive two hours of consulting time during each year of membership. This consulting will take place over the phone or in person for hospitals in the greater New York City area. Consultation services will be scheduled upon request. You will also receive periodic updates on the balance of your remaining consulting hours. Unused consulting hours do not roll over to future years' membership.

Topics that can be addressing during consulting time include but are not limited to:

- When religion is most likely to emerge as an aspect of patient care;
- How health care providers can respectfully ask patients about their religious needs and integrate this knowledge into an effective treatment plan;
- What constitutes appropriate and inappropriate religious expression in the health care workplace, in regards to the conduct and communication of health care providers and staff as well as the decorations and displays used throughout the hospital itself;

- How health care providers can address conflicts around conscience, religion and health care (specific topics might include abortion, contraception, end of life care, organ donation, and use of complementary and alternative medicine) as they relate to professionalism between colleagues and in the care of patients, and how supervisors should appropriately manage such conflicts;
- How religiously affiliated hospitals can balance their institutional missions with providing culturally competent patient care to religiously diverse communities;
- Addressing any competing interests proactively, such as backlash of religious hospital staff and health care providers to treating gay, lesbian, bisexual, or transgender patients, or interacting with gay, lesbian, bisexual, or transgender coworkers;
- Accommodating employees' needs regarding modesty and attire when these needs conflict with hospital hygiene and safety policies;
- Responding to provider and staff requests for time off to observe religious celebrations, rituals or holidays given the 24/7 nature of some hospital operations;
- Appealing to religiously diverse patients, clients, and communities in policy, reputation, and population health outreach.

Additional consulting hours are available on a pro rata basis. Tanenbaum's hourly consulting rate for Hospital Members is \$1000.

III. An introductory webinar

Hospital Members will receive access to a 60-minute introductory webinar. This webinar will cover significant trends that make the case for addressing religious diversity within health care; examples of when religion emerges in a health care setting; and skills for communicating with religiously diverse patients, including taking a spiritual history and avoiding inappropriate or unwanted religious expression. This webinar can be recorded and made available for all employees within the hospital system.

IV. Access to one webinar per year for all Hospital Members on a timely topic

Hospital Members receive access to a yearly webinar for all employees on a timely topic, to be determined by Tanenbaum based on our benchmarking with Hospital Members. These topics will be informed by current events and trends and include communication strategies and recommendations for treating patients and colleagues from all religious faiths and none with respect.

V. Access to Tanenbaum's residency curriculum

Hospital Members will receive access to Tanenbaum's comprehensive training materials for residents on religio-cultural competence. These materials include a series of modules guided by PowerPoint presentations and accompanying facilitator's guides. The facilitator's guides provide a detailed outline for medical educators on how to present the materials and facilitate discussions and skills-building activities.

VI. *Access to Tanenbaum's 1-hour online course on religio-cultural competence*

Hospital Members will also receive access to a 60-minute audiovisual online course that will improve the religious literacy and cultural competence of health care providers at your institution. This course will teach participants how cultural and religious beliefs and practices often impact patient decision-making, treatment choices and the need for new approaches to patient-centered care.

VII. *Religion at Work*

Tanenbaum's online resource, *Religion at Work: A (Human) Resource for Managers* is designed to help Human Resources and Diversity & Inclusion practitioners more effectively manage religious diversity in their workplace.

As a Hospital Member, you receive a one-year subscription to this groundbreaking resource with **100 unique passwords and user names**. The resource will provide you and your colleagues with:

- **Authoritative Case Studies & the Latest Case Law:** includes case studies to help HR and diversity managers understand legal issues and the implications for your business when challenges arise. A series of cases are specifically focused on the health care workforce.
- **Extensive Information on World Religions:** packed with pertinent information on how the beliefs, practices, and traditions of Judaism, Christianity, Islam, Hinduism, Buddhism, Sikhism, Wicca, and Afro-Caribbean traditions can impact the workplace.
- **Tools for Establishing a Respectful and Productive Environment:** handy tip sheets and checklists to help manage religious diversity concerns and create productive work environments.
- **Glossary and Quizzes:** an in-depth glossary, interactive self-assessment quizzes, comprehension checkpoints, and real-world applications.

VIII. *Weekly News Digest*

Hospital Members receive a weekly News Digest email featuring top religious diversity news stories so they can stay informed, aware, and proactive in their approach to religio-cultural competence and diversity & inclusion.

IX. *10% discount on trainings*

Hospital Members are entitled to a 10% discount on Tanenbaum's training services – and there's no limit to how many sessions members may book at the discounted rate. Examples of types of trainings where discounts could be applied include:

- **Management Briefings:** Tanenbaum's health care management briefing is a four-hour presentation designed to introduce religious diversity and workplace issues in health care settings, as well as religious diversity in the provision of health care. Half the session examines important trends and presents the business case for addressing religious diversity issues as they relate to employee retention, productivity, and services offered. An overview of pertinent legislation, case law and better practices completes this portion of the session. The second half of the session is a two-hour introductory health care training session, which introduces management to how and why religion is relevant to health outcomes, and what to do when patients use religious beliefs to guide them in health care decisions.

- **Interactive Workshops:** Tanenbaum's workshops are cognitive and skills-based sessions that include interactive components designed to give providers a chance to begin applying and practicing their new knowledge about religion and health in a concrete way. The particular topics and format are developed with the hosting health facility. Trainings are available for residents, attending physicians, patient service associates, nurses and nurses' aides, volunteers and other groups, such as nutritionists and lab technicians. The length of such sessions will vary depending on the audience and the curricula being provided.
- **Grand Rounds:** Tanenbaum delivers Grand Rounds sessions to create interest in and awareness of the topic of religious diversity in health care or to hone in on a topic of particular relevance to the institution. In all cases, the sessions highlight the many ways in which the religious beliefs of both patients and staff impact health care delivery and decision-making and the communication skills needed for identifying when those beliefs are relevant to a treatment plan.
- **Webinars:** Tanenbaum designs and conducts customized web-based religious diversity in health training for your managers and employees. Our webinars allow medical institutions to invite an unlimited number of participants from multiple locations, maximizing training opportunity and reaching a broader geographic audience.

IX. Visibility as a leader in this field

- As a Hospital Member, your company's name and logo will be featured on Tanenbaum's website, providing you with advertising at no cost and reinforcing your reputation as a leader in the fields of religio-cultural competence and diversity & inclusion.
- You will also receive a full-page ad in our Annual Awards Digital Gala Journal.

Medium Multi-Hospital System (10-34 hospitals) - During each year of membership, medium multi-hospital systems receive the following benefits:

I. Introductory call to benchmark with institution-specific summary report and recommendations

Hospital Members are invited to participate in benchmarking interviews. Tanenbaum staff will schedule a 60-90 minute phone call to conduct the interview and gain a sense of the current experience of religious diversity and cultural competence at your hospital. Based on this interview, Tanenbaum will send a report summarizing our findings and making recommendations for how to most effectively use the resources available through the Hospital Membership.

II. Five hours of consulting time

As a Hospital Member you are eligible to receive five hours of consulting time during each year of membership. This consulting will take place over the phone or in person for hospitals in the greater New York City area. Consultation services will be scheduled upon request. You will also receive periodic updates on the balance of your remaining consulting hours. Unused consulting hours do not roll over to future years' membership.

Topics that can be addressing during consulting time include but are not limited to:

- When religion is most likely to emerge as an aspect of patient care;
- How health care providers can respectfully ask patients about their religious needs and integrate this knowledge into an effective treatment plan;
- What constitutes appropriate and inappropriate religious expression in the health care workplace, in regards to the conduct and communication of health care providers and staff as well as the decorations and displays used throughout the hospital itself;
- How health care providers can address conflicts around conscience, religion and health care (specific topics might include abortion, contraception, end of life care, organ donation, and use of complementary and alternative medicine) as they relate to professionalism between colleagues and in the care of patients, and how supervisors should appropriately manage such conflicts;
- How religiously affiliated hospitals can balance their institutional missions with providing culturally competent patient care to religiously diverse communities;
- Addressing any competing interests proactively, such as backlash of religious hospital staff and health care providers to treating gay, lesbian, bisexual, or transgender patients, or interacting with gay, lesbian, bisexual, or transgender coworkers;
- Accommodating employees' needs regarding modesty and attire when these needs conflict with hospital hygiene and safety policies;
- Responding to provider and staff requests for time off to observe religious celebrations, rituals or holidays given the 24/7 nature of some hospital operations;
- Appealing to religiously diverse patients, clients, and communities in policy, reputation, and population health outreach.

Additional consulting hours are available on a pro rata basis. Tanenbaum's hourly consulting rate for Hospital Members is \$1000.

III. An introductory webinar

Hospital Members will receive access to a 60-minute introductory webinar. This webinar will cover significant trends that make the case for addressing religious diversity within health care; examples of when religion emerges in a health care setting; and skills for communicating with religiously diverse patients, including taking a spiritual history and avoiding inappropriate or unwanted religious expression. This webinar can be recorded and made available for all employees within the hospital system.

IV. Access to one webinar per year for all Hospital Members on a timely topic

Hospital Members receive access to a yearly webinar for all employees on a timely topic, to be determined by Tanenbaum based on our benchmarking with Hospital Members. These topics will be informed by current events and trends and include communication strategies and recommendations for treating all patients and colleagues from all religious faiths and none with respect.

V. *Access to Tanenbaum's residency curriculum*

Hospital Members will receive access to Tanenbaum's comprehensive training materials for residents on religio-cultural competence. These materials include a series of modules guided by PowerPoint presentations and accompanying facilitator's guides. The facilitator's guides provide a detailed outline for medical educators on how to present the materials and facilitate discussions and skills-building activities.

VI. *Access to Tanenbaum's 1-hour online course on religio-cultural competence*

Hospital Members will also receive access to a 60-minute audiovisual online course that will improve the religious literacy and cultural competence of health care providers at your institution. This course will teach participants how cultural and religious beliefs and practices often impact patient decision-making, treatment choices and the need for new approaches to patient-centered care.

VII. *The Medical Manual for Religio-Cultural Competence*

Hospital Members will receive institutional access for each hospital in their system to *The Medical Manual for Religio-Cultural Competence*, a comprehensive guide to ten major world religions and how their beliefs and practices influence patients' health care decisions. This resource is available in file formats for both Kindles and iPads.

VIII. *Religion at Work*

Tanenbaum's online resource, *Religion at Work: A (Human) Resource for Managers* is designed to help Human Resources and Diversity & Inclusion practitioners more effectively manage religious diversity in their workplace.

As a Hospital Member, you receive a one-year **institutional subscription** to this groundbreaking resource with unlimited unique passwords and user names. The resource will provide you and your colleagues with:

- **Authoritative Case Studies & the Latest Case Law:** includes case studies to help HR and diversity managers understand legal issues and the implications for your business when challenges arise. A series of cases are specifically focused on the health care workforce.
- **Extensive Information on World Religions:** packed with pertinent information on how the beliefs, practices, and traditions of Judaism, Christianity, Islam, Hinduism, Buddhism, Sikhism, Wicca, and Afro-Caribbean traditions can impact the workplace.
- **Tools for Establishing a Respectful and Productive Environment:** handy tip sheets and checklists to help manage religious diversity concerns and create productive work environments.
- **Glossary and Quizzes:** an in-depth glossary, interactive self-assessment quizzes, comprehension checkpoints, and real-world applications.

IX. *Weekly News Digest*

Hospital Members receive a weekly News Digest email featuring top religious diversity news stories so they can stay informed, aware, and proactive in their approach to religio-cultural competence and diversity & inclusion.

X. *10% discount on trainings*

Hospital Members are entitled to a 10% discount on Tanenbaum's training services – and there's no limit to how many sessions members may book at the discounted rate. Examples of types of trainings where discounts could be applied include:

- **Management Briefings:** Tanenbaum's health care management briefing is a four-hour presentation designed to introduce religious diversity and workplace issues in health care settings, as well as religious diversity in the provision of health care. Half the session examines important trends and presents the business case for addressing religious diversity issues as they relate to employee retention, productivity, and services offered. An overview of pertinent legislation, case law and better practices completes this portion of the session. The second half of the session is a two-hour introductory health care training session, which introduces management to how and why religion is relevant to health outcomes, and what to do when patients use religious beliefs to guide them in health care decisions.
- **Interactive Workshops:** Tanenbaum's workshops are cognitive and skills-based sessions that include interactive components designed to give providers a chance to begin applying and practicing their new knowledge about religion and health in a concrete way. The particular topics and format are developed with the hosting health facility. Trainings are available for residents, attending physicians, patient service associates, nurses and nurses' aides, volunteers and other groups, such as nutritionists and lab technicians. The length of such sessions will vary depending on the audience and the curricula being provided.
- **Grand Rounds:** Tanenbaum delivers Grand Rounds sessions to create interest in and awareness of the topic of religious diversity in health care or to hone in on a topic of particular relevance to the institution. In all cases, the sessions highlight the many ways in which the religious beliefs of both patients and staff impact health care delivery and decision-making and the communication skills needed for identifying when those beliefs are relevant to a treatment plan.
- **Webinars:** Tanenbaum designs and conducts customized web-based religious diversity in health training for your managers and employees. Our webinars allow medical institutions to invite an unlimited number of participants from multiple locations, maximizing training opportunity and reaching a broader geographic audience.

X. *Visibility as a leader in this field*

- As a Hospital Member, your company's name and logo will be featured on Tanenbaum's website, providing you with advertising at no cost and reinforcing your reputation as a leader in the fields of religio-cultural competence and diversity & inclusion.
- You will also receive a full-page silver ad in our Annual Awards Digital Gala Journal.

Large multi-hospital system (35 or more hospitals) - During each year of membership, large multi-hospital systems receive the following benefits:

I. Introductory call to benchmark with institution-specific summary report and recommendations

Hospital Members are invited to participate in benchmarking interviews. Tanenbaum staff will schedule a 60-90 minute phone call to conduct the interview and gain a sense of the current experience of religious diversity and cultural competence at your hospital. Based on this interview, Tanenbaum will send a report summarizing our findings and making recommendations for how to most effectively use the resources available through the Hospital Membership.

II. Ten hours of consulting time

As a Hospital Member you are eligible to receive ten hours of consulting time during each year of membership. This consulting will take place over the phone or in person for hospitals in the greater New York City area. Consultation services will be scheduled upon request. You will also receive periodic updates on the balance of your remaining consulting hours. Unused consulting hours do not roll over to future years' membership.

Topics that can be addressing during consulting time include but are not limited to:

- When religion is most likely to emerge as an aspect of patient care;
- How health care providers can respectfully ask patients about their religious needs and integrate this knowledge into an effective treatment plan;
- What constitutes appropriate and inappropriate religious expression in the health care workplace, in regards to the conduct and communication of health care providers and staff as well as the decorations and displays used throughout the hospital itself;
- How health care providers can address conflicts around conscience, religion and health care (specific topics might include abortion, contraception, end of life care, organ donation, and use of complementary and alternative medicine) as they relate to professionalism between colleagues and in the care of patients, and how supervisors should appropriately manage such conflicts;
- How religiously affiliated hospitals can balance their institutional missions with providing culturally competent patient care to religiously diverse communities;
- Addressing any competing interests proactively, such as backlash of religious hospital staff and health care providers to treating gay, lesbian, bisexual, or transgender patients, or interacting with gay, lesbian, bisexual, or transgender coworkers;
- Accommodating employees' needs regarding modesty and attire when these needs conflict with hospital hygiene and safety policies;
- Responding to provider and staff requests for time off to observe religious celebrations, rituals or holidays given the 24/7 nature of some hospital operations;
- Appealing to religiously diverse patients, clients, and communities in policy, reputation, and population health outreach.

Additional consulting hours are available on a pro rata basis. Tanenbaum's hourly consulting rate for Hospital Members is \$1000.

III. *An introductory webinar*

Hospital Members will receive access to a 60-minute introductory webinar. This webinar will cover significant trends that make the case for addressing religious diversity within health care; examples of when religion emerges in a health care setting; and skills for communicating with religiously diverse patients, including taking a spiritual history and avoiding inappropriate or unwanted religious expression. This webinar can be recorded and made available for all employees within the hospital system.

IV. *Access to one webinar per year for all Hospital Members on a timely topic*

Hospital Members receive access to a yearly webinar for all employees on a timely topic, to be determined by Tanenbaum based on our benchmarking with Hospital Members. These topics will be informed by current events and trends and include communication strategies and recommendations for treating all patients and colleagues from all religious faiths and none with respect.

V. *Access to Tanenbaum's residency curriculum*

Hospital Members will receive access to Tanenbaum's comprehensive training materials for residents on religio-cultural competence. These materials include a series of modules guided by PowerPoint presentations and accompanying facilitator's guides. The facilitator's guides provide a detailed outline for medical educators on how to present the materials and facilitate discussions and skills-building activities.

VI. *Access to Tanenbaum's 1-hour online course on religio-cultural competence*

Hospital Members will also receive access to a 60-minute audiovisual online course that will improve the religious literacy and cultural competence of health care providers at your institution. This course will teach participants how cultural and religious beliefs and practices often impact patient decision-making, treatment choices and the need for new approaches to patient-centered care.

VII. *The Medical Manual for Religio-Cultural Competence*

Hospital Members will receive institutional access to each hospital in their system to *The Medical Manual for Religio-Cultural Competence*, a comprehensive guide to ten major world religions and how their beliefs and practices influence patients' health care decisions. This resource is available in file formats for both Kindles and iPads. Members will also receive one hard copy of *The Medical Manual* for each hospital within their system.

VIII. *Religion at Work*

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- **Interactive Workshops:** Tanenbaum's workshops are cognitive and skills-based sessions that include interactive components designed to give providers a chance to begin applying and practicing their new knowledge about religion and health in a concrete way. The particular topics and format are developed with the hosting health facility. Trainings are available for residents, attending physicians, patient service associates, nurses and nurses' aides, volunteers and other groups, such as nutritionists and lab technicians. The length of such sessions will vary depending on the audience and the curricula being provided.
- **Grand Rounds:** Tanenbaum delivers Grand Rounds sessions to create interest in and awareness of the topic of religious diversity in health care or to hone in on a topic of particular relevance to the institution. In all cases, the sessions highlight the many ways in which the religious beliefs of both patients and staff impact health care delivery and decision-making and the communication skills needed for identifying when those beliefs are relevant to a treatment plan.

- **Webinars:** Tanenbaum designs and conducts customized web-based religious diversity in health training for your managers and employees. Our webinars allow medical institutions to invite an unlimited number of participants from multiple locations, maximizing training opportunity and reaching a broader geographic audience.

XI. Visibility as a leader in this field

- As a Hospital Member, your company's name and logo will be featured on Tanenbaum's website, providing you with advertising at no cost and reinforcing your reputation as a leader in the fields of religio-cultural competence and diversity & inclusion.
- You will also receive a full-page gold ad in our Annual Awards Digital Gala Journal.

PRICING STRUCTURE

In order to best serve the needs of different-sized hospital systems, Tanenbaum offers four tiers of membership for individual hospitals as well as small, medium, and large multi-hospital systems. The costs associated with each tier are summarized below:

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|--|---------------------------|
| 1) Individual hospital: | \$1000 dollars |
| 2) Small multi-hospital system (2-9)*: | \$450 for each hospital** |
| 3) Medium multi-hospital system (10-34)*: | \$350 for each hospital** |
| 4) Large multi-hospital system (35 and up)*: | \$275 for each hospital** |

*all hospitals within hospital system must become members

** "hospitals" defined as acute care hospitals