

The Value of MEMBERSHIP

2014 Value Report to Members



TEXAS HOSPITAL ASSOCIATION



“THA has significant insight into legislation and public policies as a result of the staff’s daily interactions with legislators, their staff and those who direct implementation of the hundreds of health care laws. I have consistently been impressed with THA’s ability to move swiftly and engage both legislators and hospital leaders at key times to ensure that health care policy is designed to improve patient care. At the same time, THA’s ability to innovate and implement initiatives such as the Texas Center for Quality & Patient Safety ensures members have the tools and resources they need to strengthen operations.”

*Gary Brock, President/Chief Operating Officer
Baylor Scott & White Health - North Texas, Dallas
Chairman, Texas Hospital Association*

The value of Texas Hospital Association membership is demonstrated every day through programs, products and services that target one overarching priority: maintaining healthy hospitals and a healthy Texas.

From its tenured and respected advocacy expertise to education programs that are preparing the next generation of health care leaders, and from its quality initiatives to products that help reduce costs and improve performance, THA brings a breadth and depth of experience, relationships and unique industry insight that no other Texas health care organization can match.

You generate a return on your investment through THA's advocacy work, which stands up for all Texas hospitals on legislative and regulatory issues both in Austin and D.C. Here are just a few ways THA supported member hospitals in 2014.

Health Insurance Marketplace

With the private health insurance marketplace open for business, Texas hospitals were on the front lines of helping uninsured patients select and enroll in the best coverage option. The Texas Hospital Association provided timely, essential information and resources so that hospitals could focus on the important work of outreach and enrollment. THA also worked to ensure that state regulatory efforts to limit the work of navigator organizations did not impede hospitals' work as certified application counselors. Monitoring implementation of the marketplace and its impact on hospital uncompensated care will continue to be a THA priority.



HOSPITAL MEMBERSHIP AWARDS

75 YEARS



Providence Healthcare Network, Waco – Brett Esrock, FACHE, president/CEO



McAllen Medical Center – Elmo Lopez Jr., CEO, and other members of the leadership team



Medicaid

Throughout 2014, THA worked diligently on behalf of Texas hospitals on a number of Medicaid regulations and proposals from the Texas Health and Human Services Commission and the Texas Department of State Health Services, including:

- Medicare/Medicaid dual eligible integrated care demonstration;
- Medicaid disproportionate share hospital payment rules;
- 1115 waiver uncompensated care reimbursement;
- Medicaid presumptive eligibility;
- Medicaid quality-based payment; and
- State designation of hospital neonatal services.

Behavioral Health

THA made sure that hospitals' concerns and needs were heard in ongoing discussions about strengthening the state's behavioral health care system. THA staff and the THA Behavioral Health Council are active in the Texas Department of State Health Services' process to develop a plan that will ensure adequate and timely mental health services for all

patients as well as a 10-year plan for the state hospital system. THA also is monitoring implementation of restraint and seclusion rules to ensure they address hospitals' concerns and monitoring the progress of the report required by House Bill 1023 to address the behavioral health workforce shortage in Texas.

Medicare and Other Federal Health Policy Issues

In partnership with the American Hospital Association, THA advocated for federal health care policies and funding that support hospitals in their ongoing work to transform the health care delivery system. In 2014, THA supported the following:

- Rejecting further cuts to Medicare and Medicaid funding for hospital services;
- Delaying enforcement of the two-midnight rule;
- Eliminating the 96-hour physician certification requirement as a condition of payment for critical access hospitals;
- Extending the low-volume and Medicare dependent payment protections for rural hospitals;

75 YEARS



DeTar Hospital Navarro,
Victoria – William R. Blanchard,
FACHE, CEO



Mitchell County Hospital, Colorado City – Robbie Dewberry, CEO, and members of the hospital's board of directors with THA's Della Vallejo.

ADVOCACY EDUCATION INFORMATION

- **Modifying the Medicare Hospital Readmissions Reduction Program** to account for patient socioeconomic status; and
- **Reforming the RAC audit process.**

2015 Legislative Session

The 2015 legislative session promises to be a challenge for Texas hospitals and other businesses. With an increasing number of highly conservative and vocal lawmakers seeking to block any growth in the state budget, getting health care funding to be a legislative priority will require hospitals to work together. Texas hospitals can rely on THA to be a forceful and effective advocate for health care funding and policies that support patient care above all else, including:

- **Coverage for low-wage working families;**
- **Sufficient Medicaid funding and adequate reimbursement rates;**
- **Funding for uncompensated trauma care;**
- **Renewal of the Medicaid 1115 Transformation Waiver;**
- **Funding to support behavioral health services and additional providers; and**
- **Outcomes measures and quality improvement initiatives that support continued investment and innovation in quality and patient safety.**



"The Texas Hospital Association unites hospitals across the state to advocate for the best interests of our local communities and the patients we serve.

THA's experienced leaders, staff, committees and councils interpret trends and collect data that help inform, influence and measure the impact of health care policy. This broad-based perspective on issues such as health care reform, patient safety and emergency care, along with THA's extensive resources, including continuing education opportunities, communication briefs, hospital data, and guidance on rules and regulation changes, help our organization and our industry make smart decisions."

*Elmo Lopez Jr., CEO
McAllen Medical Center*

50 YEARS



Parkview Hospital, Wheeler – Monica Kidd, RN, CEO, and Jace Henderson, chief financial officer



Sweeny Community Hospital – William Barnes, FACHE, CEO, and members of the hospital's board of directors



Baylor Institute for Rehabilitation, Dallas – Jon C. Skinner, FACHE, CEO



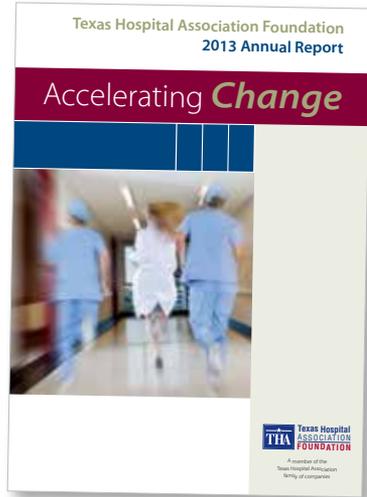
BSA Health System - Baptist Campus, Amarillo – Bob Williams, president /CEO



Quality and Patient Safety

Through THA's nonprofit Texas Hospital Association Foundation and its Texas Center for Quality & Patient Safety, THA brought together Texas hospitals and state and national experts to promote evidence-based performance improvement strategies and health care practices. Exhibiting measurable results in reduced readmissions and health care-acquired infections, THAF demonstrated the power of collaboration to improve patient care. In 2014, THAF:

- Continued the successes of the Partnership for Patients initiative, targeting a 40 percent reduction in the number of hospital-acquired conditions and a 20 percent reduction in hospital readmissions by the end of 2014;
- Completed intensive training and education programs to teach and support hospitals in making patient care safer and provided technical assistance so that hospitals can achieve quality goals; and
- Enrolled more hospitals in the TCQPS-Patient Safety Organization, which fosters statewide hospital collaboration on the reduction of adverse events.



50 YEARS



Baylor Medical Center at Garland – Robert Knowlton, vice president of finance; Jane Cook, RN, chief nursing officer/chief operating officer; Amy Mabry, RN, director of acute care services; and Ron Norris, director of heart and vascular



Corpus Christi Medical Center - Northwest – Jay Woodall, FACHE, CEO, and Christopher R. Schubert, associate administrator



CHRISTUS Spohn Hospital Beeville – Daniel St. Armand, chief nursing officer; Cherokee Saldiva, dietary manager; and Nathan Tudor, vice president/chief operating officer

RESOURCES EXPERTISE VALUE

THA is a trusted, respected advocate for accessible, cost-effective, high-quality health care. Other services THA offers include:

- Top-rated, affordable education programs that assist hospital leadership and governance teams with marketplace challenges;
- The new THA Leadership Fellows program, a year-long intensive curriculum focused on equipping emerging leaders for next-generation health care delivery;
- Insightful data that help members offer the highest quality care while remaining financially viable;
- A full scope of carefully vetted endorsed business resources to help hospitals do business smarter and cost effectively;
- Networking and sharing of health care best practices that enhance the quality of care and drive operational improvements;
- Insurance and retirement programs built for the specific needs of Texas health care organizations; and
- Grassroots and personal engagement tools and opportunities for shaping the political and policy landscape.



“Baptist Health System values our long-standing membership in the Texas Hospital Association. We appreciate and benefit from the advantages that THA offers, including speaking as one voice on legislative issues impacting our industry through strong advocacy efforts,

education on common issues, and the sharing of statewide data.”

*Michael C. Zucker, FACHE, Chief Development Officer
Baptist Health System, San Antonio*

Texas Hospital Association Education Services		Texas Hospital Association's Leadership Fellows Program	
Module 1 Thursday, May 22 - THA Headquarters		Module 1 Friday, May 23 - THA Headquarters	
Time	Topic	Time	Topic
Day 1: 8:00a - 8:00p	Navigating the Legislative Landscape Introduction and Registration Overview David D. Lee , chief executive officer, Lake Dallas Health System, Executive and Regulatory, president and chief executive officer, Texas Hospital Association, Austin	Day 2: 8:30a.m. - 2 p.m.	Positioning Your Hospital for Success
10:30 - 1:30 p.m.	Health Plan Acquisition Process Steve Pitt , executive Janet B. Baker , CEO, chief executive officer of Austin Park and Health, San Antonio Dr. Joseph and Carol Bell , executive directors, Austin and Park Health, Texas Health Association, Austin	9a - 10:30	Positioning Your Hospital for Success John D. Lee , chief executive officer, Lake Dallas Health System, Executive and Regulatory, president and chief executive officer, Texas Hospital Association, Austin
2:00 - 3:30p	Health Plan Acquisition Process Richard P. Perreault	10:30 - 11:30	Community Engagement: Federal Campaign Alan J. Baker , executive director, political action, strategic, hospital administration

25 YEARS

NOT PICTURED: Seton Northwest Hospital, Austin
Scott & White Hospital - Brenham



Baylor Scott & White Health, Dallas – Joel Allison, FACHE, CEO, and HealthSHARE's Vicki Dale



St. David's Rehabilitation Center, Austin – Philippe Bochaton, chief administrative officer; Diane Owen, FACHE, assistant administrator, and Donald Wilkerson, FACHE, CEO

Voice Collaboration Resources Quality Education Leadership Insurance Advocacy



"Early in my career, I had the great opportunity to connect with THA and colleagues through the Leadership Development Council. That experience affirmed for me the power of listening, learning and creating alliances with others who share a passion for excellence. Since then, THA

has opened doors to other volunteer leadership opportunities like the Annual Conference Advisory Committee through which I've expanded my scope of knowledge and leadership skills. Through THA, I've built an invaluable network of colleagues, friends and mentors across the entire state. Thank you, THA!"

*Tripp Montalbo, Chief Operating Officer
Conroe Regional Medical Center*



"Electra Memorial Hospital has been a member of THA for many years, and THA has been a valuable partner to our organization. Its advocacy program continues to bring issues important to Texas hospitals and communities to the

forefront. Politics are playing an increasing role in health care, so it is important to us that issues specific to Texas are addressed in future legislation. We appreciate THA's efforts to be sure that health care in Texas is given the special consideration necessary to serve patients across the state."

*Francine Rowe, Board Secretary
Electra Memorial Hospital*

TEXAS HOSPITAL ASSOCIATION
MEMBER SHOWCASE
Leading change through GREAT IDEAS

For more information, visit www.tha.org/membershowcase

THA DataGen
FROM DATA TO INSIGHT TO ACTION

What is THA DataGen?
THA DataGen is the latest data product offered through the Texas Hospital Association. It evaluates THA member hospitals, their new powerful data analysis tool gives THA member hospitals critical data to assess the impact of proposed Medicare regulations and legislative proposals on their bottom line and hospital operations.

How are the data gathered?
THA joins some 40 other state hospital associations partnering with the Healthcare Association of New York State to provide the analysis. Unlike other Medicare data analysis products which require hospitals to crunch numbers and thereby add an additional administrative burden, THA DataGen relies on information accessible from previously submitted data. Hospitals do not have to create, or even report or provide any new information to benefit from the THA DataGen service.

What DataGen analyses are developed using Medicare cost reports, Med PPS (Prospective Medicare rates) data, the Medicare reimbursement claims database, impact files from the Centers for Medicare & Medicaid Services and usage survey data.

Is there a fee to receive THA DataGen reports?
No. THA recognizes the budgetary challenge member hospitals face in understanding and determining how constantly changing Medicare rules and new regulations will impact financial performance. As a member service, THA hospitals.

What can I expect to receive?
THA DataGen launched in November 2008 with the release of its first report, analyzing the impact of proposed fiscal year 2009 Medicare payment PPS changes on hospital operations. Subsequent reports will provide hospital risk, revenue, and narrative analysis on proposed and final regulations on:

- Hospital Inpatient PPS;
- Hospital Outpatient PPS;
- Physician Hospital PPS;
- Rehabilitation PPS.

25 YEARS



Texas Health Presbyterian Hospital Plano – Raymond Kelly, RN, vice president/chief nursing officer; Michael Evans, RN, president; and Stephen Hadzima, M.D., vice president/chief quality officer



Del Sol Medical Center, El Paso – Jacob Cintron, FACHE, CEO

WE ARE STRONGER TOGETHER

You don't have to go it alone.

For Texas hospitals, there is no more valuable partner than the Texas Hospital Association to lead the health care public policy debate and no better source of proven business resources to help you meet your mission.

Maximize the value of THA. Get involved as we work together for healthy hospitals and a healthy Texas.

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TEXAS HOSPITAL ASSOCIATION

Texas Hospital Association family of companies



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A Voice For Those Who Care.



Texas Healthcare Trustees

25 YEARS

383-080614



Golden Plains Community Hospital, Borger – Kevin Storey, CEO



Ascension Health, St. Louis, Missouri – Jesus Garza, president/CEO, Seton Healthcare Family



Muleshoe Area Medical Center – Lucy Garcia, RN, chief nursing officer



Baylor Specialty Hospital, Dallas – Kelli J. Terpestra, RN, vice president of clinical services/chief nursing officer



Texas Health Specialty Hospital, Fort Worth – Cheryl Mobley, FACHE, president, and other members of the leadership team



Las Palmas Medical Center, El Paso – Hank Hernandez, CEO