

**2018 THA Foundation** Year in Review

# TRANS FORMA TION

**PARTNERS IN  
IMPROVING CARE**



Texas Hospital Association Foundation

# Partners in Improving Care



For more than a decade, Texas hospitals have faced myriad operational changes leading to rapid institutional advancement. An age of transformation following the passage of the Affordable Care Act steered hospitals to prioritize more strategically, driving purposefully toward quality outcomes and patient safety.

The Texas Hospital Association's role in providing support to member hospitals through the THA Foundation has resulted in significant improvement in outcomes statewide. From investing in quality and patient safety programs to supporting the industry's health care executives and clinical leaders with top-of-the-line education programs, the THA Foundation leads the Texas hospital industry as thought leaders with a team of subject matter experts who understand the inside operations of Texas hospitals like no other organization.

The foundation's impact is well documented. According to the Centers for Disease Control and Prevention, Texas hospitals have outpaced national trends to decrease in health care-acquired infections such as central-line associated blood stream infection, Methicillin-resistant Staphylococcus aureus, catheter-associated urinary tract infection, and C. difficile.

The THA Foundation's approach is diverse. Its work transcends boots-on-the-ground programs by serving as the home of the THA Center for Technology Innovation. The foundation invests in programs and pre-market technology that has resulted in the incubation and expansion of products such as the THA Smart Ribbon, which gives real-time insight into key patient data to help physicians act quickly and make better care and cost-conscious decisions.

In the years to come, even more growth is expected. With new programs already underway, additional initiatives are in development or being examined for potential launch. In the service of Texas hospitals and their patients, the THA Foundation's objectives align with the Texas Hospital Association mission to serve Texas hospitals as the trusted source and unified voice to influence excellence in health care for all Texans.

## Serving Texas Hospitals



The diverse needs of an industry as robust as ours require being able to move quickly with a staff of highly trained, experienced leaders. The THA Foundation serves these diverse needs of the Texas hospital industry. We are proud of our continuous exploration of ways we can heighten the impact of hospitals for their patients. Naturally, our scope is wide. It ranges on one end from helping ensure the latest best practices in improving outcomes and collaborating as a team to manage discharges to providing physicians thorough – yet rapid – insight into a patient’s history at the point of care without having to wade through a messy electronic medical record.

And we are just getting started.

While our team has been hard at work for almost a decade on improving outcomes, the THA Foundation’s initiatives today include the best data program with the most inclusive set of patient claims to ensure our hospitals get the important insights they need to understand their markets.

In all, the THA Foundation rounds out a holistic approach to a modern advocacy organization, where representing the Texas Hospital Association mission takes speaking up for Texas hospitals to the next level through clinical collaboration, technology and professional development.



**Fernando Martinez, Ph.D.**

President/CEO, Texas Hospital Association Foundation, Austin

## Hospitals’ Trusted Source



The THA Foundation is a dependable resource for Texas hospitals at a time when our hospital clinical leaders are asked to stretch themselves and do more with less. Many Texas hospitals do not have the luxury of a cadre of support staff to shepherd the initiatives they are charged with spearheading. The THA Foundation – from providing education programming to supporting quality and patient safety programs to leading transformative technology projects – provides important support services that address all Texas hospitals.

In support of the association’s mission to serve as a unifying voice, the THA Foundation acts as a trusted source for the entire statewide hospital industry, without preference for one niche over another, to help ensure the stability of the entire hospital system. That kind of commitment, embraced by the THA Foundation, will ensure the stability of a high-quality health care system for all Texans.



**Robert L. “Bob” Walker, FACHE**

President/CEO, Texas Scottish Rite Hospital for Children, Dallas

## Clinical Initiatives and Quality

Working to accelerate improvement in health care through collaboration and innovation, the THA Foundation works closely with hospitals and systems around the state to help in their quest to advance quality and patient safety in the care they provide.

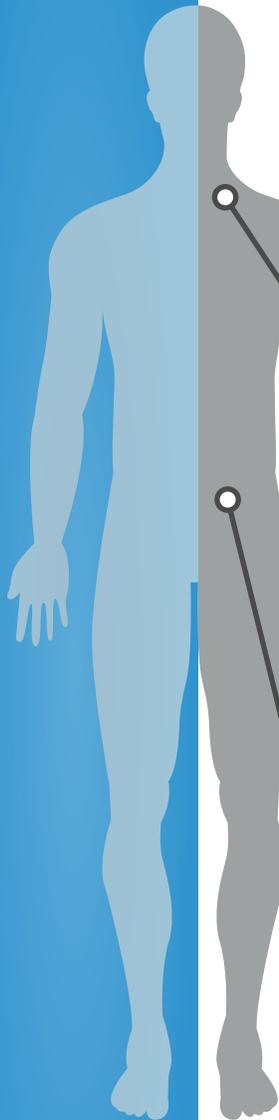
## Center for Technology Innovation

The THA Center for Technology Innovation addresses a dramatic shift in the health care industry as technology grows from a secondary priority to a core component in almost every aspect of operating a successful hospital. From the back office to the bedside, technology plays a vital role in ensuring a hospital’s success and ability to better serve its patients.

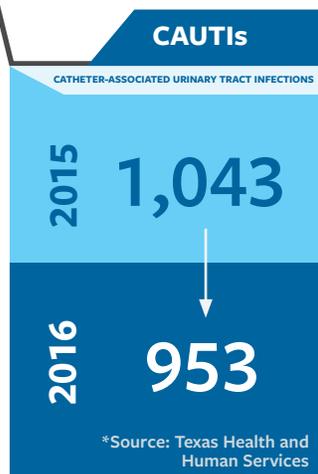
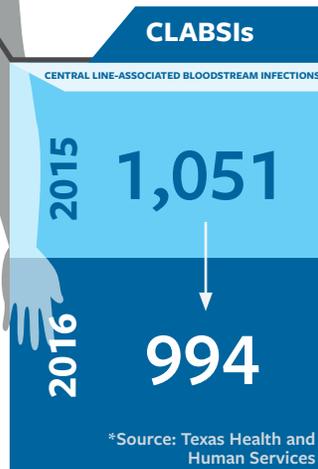
## Education and Professional Development

The THA Foundation offers hospital leaders and staff a range of continuing education programs focused on enhancing hospital operations and performance. In the hospital industry, change is constant. These programs help members develop their skills, strategize and meet the challenges of frequent changes in regulations and legislation.

# Clinical Initiatives and Quality Programs



## Consistent Reduction in Texas Hospital Acquired Infections



### Hospital Improvement Innovation Network

The Texas Hospital Association partners with the Health Research and Educational Trust of the American Hospital Association to continue reducing preventable hospital-acquired conditions and readmissions. HRET is one of 16 national, regional or state organizations to receive a Hospital Improvement Innovation Network contract from the Centers for Medicare & Medicaid Services. THA leads Texas hospitals in the initiative.

Through 2019, the HIINs will work to achieve a 20 percent decrease in overall patient harm and a 12 percent reduction in 30-day hospital readmissions as a population-based measure (readmissions per 1,000 people) from the 2014 baseline.

### Critical Access Hospital Quality Improvement Program

The Critical Access Hospital Quality Improvement Program helps CAHs with various aspects of their quality improvement activities. CAHQI includes program planning, data submission, data management and analysis, and best practice development. Each is crucial for the implementation, evaluation and maintenance of a solid hospital quality program. Specifically, the program:

- Enhances CAH board members' engagement in hospital QI.
- Advances the expertise of CAH management and staff in hospital QI activities.
- Increases reporting of CAH quality data.
- Enhances the knowledge of CAHs on the benefits of the Hospital Consumer Assessment of Healthcare Providers and Systems survey.
- Creates a network for CAHs that will continually address CAH quality issues in Texas.

**95%** of the 85 Texas critical access hospitals have committed to participating in the **CAHs Quality Improvement Program** with more than 70 percent of these facilities regularly reporting data.

Since 2016, THAF's Clinical Initiatives team has led multiple projects with Texas hospitals that have focused on reducing Hospital Acquired Infections.

Reduction in Central Line-associated Blood Stream Infections Since 2015

>18%  
Hospitals

>4%  
Intensive Care Units

Reduction in Catheter-Associated Urinary Tract Infections Since 2015

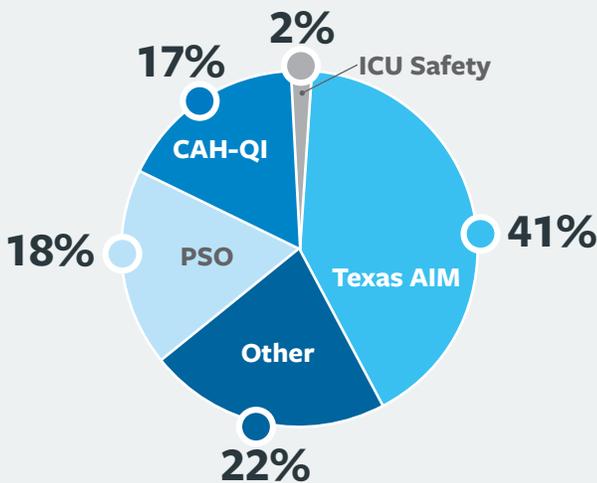
>5%  
Hospitals

>6%  
Intensive Care Units

\*Source: Project hospitals' data compared to 2015 rates

341 Participating Hospitals in THAF Clinical Initiatives Program

Engaged Hospitals by Project



**Texas AIM**

- Reduce preventable maternal mortality and morbidity.
- A partnership with the Texas Department of State Health Services.

**Patient Safety Organization**

- Advance continued improvement of health care quality and patient safety outcomes.

**CAH-QI**

- Improve quality in Critical Access Hospitals.
- A partnership with Texas A&M Health Science Center Rural and Community Health Institute.

**ICU Safety**

- Reduce HAIs in Intensive Care Units.



**Patient Safety Organization**

The THA Patient Safety Organization provides a collaborative environment for hospital leaders to learn from each other on how to avoid and reduce adverse events, near misses and unsafe conditions. The THA PSO also provides an environment for health care providers to voluntarily report, discuss and learn from patient safety events and quality analyses on a privileged and confidential basis. The THA PSO offers:

- Collaborative safe table meetings where participants can discuss best practices as well as patient safety errors and ways to prevent such errors in the future.
- A peer advisory council made up of participating hospital leaders that prioritizes metrics, guides education and provides overall direction.
- Comparative data so hospitals can easily benchmark performance against that of similar hospitals.

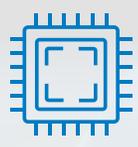
**TexasAIM**

Through a partnership with the Texas Department of State Health Services, THA is working with 208 hospitals across the state to reduce preventable maternal mortality and morbidity.

TexasAIM focuses on:

- Reducing obstetric hemorrhage.
- Improving obstetric care for women with opioid use disorder.
- Reducing severe hypertension in pregnancy.

# The THA Center for Technology Innovation



With the creation of the Texas Hospital Association Center for Technology Innovation in 2016, THA enhanced its existing role to also become a champion for

Texas hospitals in the technology space. Today, the THA Center for Technology Innovation is a reliable, unbiased source for experts, information and solutions to serve hospital leaders across Texas.

Through best-in-class analytic tools and methodologies, these services stand out to

give hospitals reliable, actionable solutions and insights that create a valuable return on investment.

The center's partners are thoroughly vetted and chosen by THA leaders. The partnerships with a select group of top health care technology companies provide the right answers using important patient data. Through the THA Center for Technology Innovation, Texas hospitals now have access to a suite of data and technology tools.



# Technology and Data Initiatives

## THA Smart Ribbon

**Physicians’ Quick and Easy Insight Into Patients at the Bedside.** Over-utilization is harmful to patients and wastes limited health care resources. THA developed a tool to give physicians actionable information to curb unnecessary utilization. THA Smart Ribbon provides a ribbon of unobtrusive information that floats over a hospital’s EMR to give providers real-time data within the existing workflow. With it, providers order fewer and less expensive tests and medications, helping improve patient safety while lowering the cost of care.

**181,000  
INPATIENT  
ADMISSIONS  
COVERED**

**\$19.8M  
IN AVOIDED  
COSTS**

**\$109  
AVERAGE COST  
PER ADMISSION  
AVOIDED**

\*Data as of February 2019

## THA Compass

**A Vision for the Future of Hospital Data.** Data should provide answers, not more questions. That’s why THA has established partnerships with a select group of top health care technology companies to help shape data solutions that provide the right answers for hospitals across the state of Texas. THA Compass gives hospital leaders a suite of tools that analyze patient claims data to provide insights for quality improvement, business development and strategic planning.

### Compass Compliance

- **The Cornerstone for THA’s Compass data program.** The Hospital Industry Data Institute’s hospital discharge data collection tool is the cornerstone for THA’s Compass data program. Participating hospitals submit data through a secure, web-based tool. HIDI data submission tools ensure accurate, high-quality data meets hospitals’ reporting needs.

### Compass Marketplace

- **Insights to Power Business Development.** THA Compass Marketplace provides hospitals powerful analytics tools to examine market share and insights to help guide strategic planning. THA members have access to the most current data, and the largest payor claims database in Texas, providing the best available snapshot of a hospital’s market.

### Compass Quality

- **Improve Quality of Care and Minimize Care Variation.** THA Compass Quality uses advanced analytics and clinical transformation expertise to identify opportunities to drive improvement, lasting behavior change, higher patient satisfaction and better outcomes.

# Educational Programs



A changing health care environment means changing needs. The THA Foundation strives to anticipate these needs by providing high-quality education programs to help members successfully navigate this challenging health care landscape.

## Leadership Fellows Program

The Texas Hospital Association Leadership Fellows programs is designed to help build the next generation of Texas hospital leaders.

The year-long fellowship is intended to bring up-and-coming health care leaders together for a focused study to become effective health care advocates with a comprehensive understanding of the big challenges facing hospitals in Texas. The program also gives fellows a platform to engage with policymakers.

Fellows learn the ins and outs of the legislative and regulatory process, so they are equipped to affect change and drive innovation for Texas hospitals now and in the future.

## Program Overview

Fellows participate in four modules taken over the course of one calendar year. Fellows meet in Austin at THA Headquarters. Each module consists of five elements:

- Key policy core competencies.
- Real-time legislative updates.
- Quality and patient safety issues.
- Leadership and building engagement.
- CEO innovations.



Participants by Leadership Fellows Class					
2014	2015	2016	2017	2018	2019
24	22	21	27	14	19

127

Total Number of Leadership Fellows

# Conferences and Seminars



The THA Foundation brings numerous live conferences to members each year. From the THA Annual Conference and Expo to events focused on behavioral health

and quality and patient safety, the Foundation meets the broad educational needs of Texas hospital leaders and staff.

### Conferences Include:

- **THA Annual Conference and Expo:** The THA Annual Conference and Expo is the annual meeting of THA’s full membership. At the conference, hospital leaders gather to share a vision for improving their hospitals through better public policy and stronger operational practices.
- **Quality and Patient Safety Conference:** The Quality and Patient Safety Conference is a key event for clinical and administrative professionals to improve safety and provide the highest quality care. The two-day educational event features the latest quality and patient safety issues paired with expert-led breakout education sessions. In addition to informative sessions on the industry’s hottest topics, the event also provides peer-to-peer collaborative learning opportunities.

- **Behavioral Health Conference:** Behavioral health providers continue to face challenges on many fronts: reimbursement, workforce, court decisions, legislation and an overall lack of funding for the entire health care system. This event helps providers stay on top of the evolving landscape, and provides a forum for providers to share best practices, address challenges and more.

### Distance Learning

The Texas Hospital Association delivers educational resources directly to members’ desktop through live and pre-recorded webinars. THA online education programs bring hospital leadership teams and staff a broad range of educational materials focused on enhancing hospital operations and performance.

In the hospital industry, change is constant. Through the foundation, THA develops easily accessible programs to help members strategize and meet the challenges of frequent regulatory and operational changes head on. Check out the webinars slated for the upcoming months at [tha.org/EduCal](http://tha.org/EduCal).



# THA Foundation Board

THA Foundation board members serve to advise on the strategic direction and initiatives of its programs and represent the needs of THA member hospitals.

## Chair



**Robert L. "Bob" Walker, FACHE**  
President/CEO  
Texas Scottish Rite Hospital for Children,  
Dallas



**Robert "Bob" Dent, D.N.P., RN, FACHE**  
SVP/Chief Operating Officer and Chief  
Nursing Officer,  
Midland Memorial Hospital

## Vice Chair



**Ted Shaw**  
President/CEO  
Texas Hospital Association,  
Austin



**Lilia B. Escajeda**  
Chair, Board of Governors  
Northwest Texas Healthcare System,  
Amarillo

## Secretary-Treasurer



**Fernando Martinez, Ph.D.**  
President/CEO  
Texas Hospital Association Foundation,  
Austin



**Michael R. "Mike" Olson, FACHE**  
CEO  
Citizens Medical Center,  
Victoria



**Paula E. Anthony, FACHE**  
President  
Syndeti LLC,  
Tyler



**Malisha Patel, FACHE**  
CEO  
Memorial Hermann Southwest Hospital,  
Houston



**Donna Boatright, RN**  
CEO  
Rolling Plains Memorial Hospital,  
Sweetwater



**Susan Turley**  
President  
Doctors Hospital at Renaissance,  
Edinburg



**Cris C. Daskevich, FACHE**  
CEO  
Children's Hospital of San Antonio



**Jeff R. Turner, FACHE**  
CEO  
Moore County Hospital District,  
Dumas

# THA Foundation Staff

THA's staff are here to help. Contact any member of the staff for resources or information that can help you advocate for your hospital.



## Center for Technology Innovation

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## Clinical Initiatives and Quality

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Texas Hospital Association  
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### Karen Kendrick, RN

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### Judith Trout

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### Sheila Dolbow, RN

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### Marsha Freeman, RN

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### Shirley LaVergne

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## Operations

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### Jessica Hoefling

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### Noelle Parsons

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# About

Founded in 1930, the Texas Hospital Association is the leadership organization and principal advocate for the state's hospitals and health care systems. Based in Austin, THA enhances its members' abilities to improve accessibility, quality and cost-effectiveness of health care for all Texans. One of the largest hospital associations in the country, THA represents more than 85 percent of the state's acute-care hospitals and health care systems, which employ some 365,000 health care professionals statewide.



Texas Hospital  
Association Foundation

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