



**Mission:** The Washington State Hospital Association advocates for and provides value to members in achieving their mission and improving the health of their communities.

**Vision:** Through leadership and collaboration, we strive for exceptional health outcomes in Washington communities by focusing on high quality, healthy communities, and sustainable cost.

## WSHA Strong in 2019

A structure, services and programs that address the changes in needs and composition of the WSHA membership.

- Implement the new Board structure approved in 2015, including establishing the newly defined roles of standing committees.
- Leverage inpatient and outpatient data and information to deliver value to WSHA members, initiatives (e.g. Patient Safety) and partners.
- Determine and implement an integrated set of strategies for building and maintaining governance competencies needed for effective leadership into the future, and the sustainable model for moving this work forward.
- Ensure hospitals and health systems have a strong image statewide.
- Ensure WSHA has the skilled staff to address future needs.
- Create sustainable funding through Washington Hospital Services (WHS) programs and services that meet members' expanding needs and interests.
- Determine how to best utilize WSHA's financial resources including capital in support of our strategic plan.
- Improve efficiency of office operations.



Washington State  
Hospital Association

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*It's now 84 years of working together*



Improving Quality.

Increasing Access.

Serving Members.



Washington State  
Hospital Association

# 2018 Strategic Plan

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Achieving the “Triple Aim” with Partners:



## Improve the Quality of Care & Experience of the Patient

- Transform care to meet or exceed current national best practices in seven measures.
- Improve ambulatory care tied to value-based purchasing measures, specifically: improve care for diabetes and early detection of breast cancer in rural settings; reduce opioid use in children; and increase antibiotic stewardship.
- Expand statewide adoption of Honoring Choices Pacific Northwest.
- Demonstrate improved care for women and babies while reducing cost.
- Expand options for timely discharge placement and improve the process of discharge.
- Partner with the Washington State Medical Association to reduce administrative burden on physicians and care providers, and increase focus on care for patients.
- Expand WSHA public reporting to drive quality improvement.
- Advance improvement of care with real-time safety alerts.
- Advance the role of physician and clinical leadership to accelerate the transformation of care.

## Increase the Health of the Population

- In the face of possible federal changes, maintain access to health care for Washingtonians.
- Advance early intervention for and integration of mental health care, and enact supportive public policy.
- Advance health equity with REAL (Race, Ethnicity, Age and Language) data, and share best practices for a diverse and culturally competent work force.
- Coordinate with Accountable Communities of Health (ACHs) across the state to achieve hospitals’ and health systems’ goals in advancing the health of the population.
- Reduce opioid addiction through changes in health care practices and public policy.
- Provide tools to hospitals to ensure patients who need charity care and financial assistance get that help.
- Bring member hospitals together to deliver meaningful and coordinated community benefits.
- Improve population health by increasing immunization rates and advancing mother/baby care.
- Explore the feasibility of increasing dental services in rural hospitals.

## Ensure Viability for a Strong Health Care Delivery System

- Advocate for payer support for patients who need acute care while hospitals transition to new payment models.
- Take advantage of new opportunities to promote a reasonable regulatory environment for the future.
- Increase the size, stature, and influence of the Washington Hospital PAC.
- Develop and lobby for a new payment model for rural health care.
- Advance “ER is for Emergencies” and reduction of readmissions.