



WSHA Strategic Plan to Achieve by 2019

Improve the Quality of Care and Experience of the Patient

- 7 of 17 Patient Safety focus measures will exceed the best region in the country.
- 30% improvement in four measures related to Physician Quality Reporting System (PQRS), Health Care Authority (HCA) Performance Measures, and other measures used for value based purchasing in physician office practices.

Increase the Health of the Population

- 20% improvement in immunization rates; improvement in treatment of diabetics (rural); and improvement in first trimester care. Undertake a key strategy for early intervention mental health.
- 20% reduction in the number of single bed certifications and instances when patients are involuntarily detained and no psychiatric bed is available.
- 20% reduction in mental health detentions/commitments.

Reduce per Capita Cost

- 30% increase in value-based purchasing transitioning from Fee-for-Service as a payment model.
- 2% less than the national health expenditure trend in annual health cost growth.

WSHA Strong in 2019

- A structure, services and programs that address the changes in needs and composition of the Washington State Hospital Association membership.

This is the mandate Washington State Hospital Association has set to fulfill: Improve quality, increase access and serve members.

Improving Quality.

Increasing Access.

Serving Members.



Washington State Hospital Association

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Advocating on behalf of and supporting its members in achieving their missions and improving the health of their communities.



Washington State Hospital Association (WSHA) is governed by a board of trustees made up of representative members from across the state. The organization is led by President and Chief Executive Officer Scott Bond.



WSHA President and CEO Scott Bond on the New Blue H



WSHA is the leading voice of the state's hospitals and health systems, but that is a very simple expression of some very complex work.

WSHA members strive to make sure the Big Blue H highway sign continues to be a symbol of hope, comfort and pride to all Washington state residents.

The fact is that WSHA is not just member-led: it is member-driven. Guided by the Board of Trustees, WSHA works to represent the best interests of our members and their patients. Every single day is a combination of policy, regulatory and clinical work. We help our members identify trends, analyze data, and even forecast the future.

We engage with hospital organizations in many ways. Some days, we're convening all the chief financial officers; another

day it's the quality leaders, or government relations teams. But because we're deeply enmeshed in their work, WSHA has become a trusted resource on health issues, hospital data and trends. Our credibility is recognized by government agencies, lawmakers and media.

Health care is changing big and fast, but one thing isn't: WSHA's commitment to health care providers and Washington State communities.

Scott Bond, FACHE
President and CEO
Washington State Hospital Association

WSHA Board Chair Gregg Davidson on the Road Ahead



In 2015, the WSHA board approved an ambitious three-year strategic plan (*an overview is on the back*). The plan is focused on improving the quality of care and the experience of the patient; increasing the health of the population; and reducing the per-capita cost.

There are several parts of the plan about which I am especially passionate:

- Improving access to quality mental and behavioral health treatment. Too many people in our communities and our families are suffering because they cannot get the care they need.
- Acknowledging and tackling health disparities in our communities. The difference between health and illness should not be based on race or language.

- Improving patient care at the end of life. We want patients to make informed choices, and we want to ensure those choices are honored.

We are on a journey. Together, we have much to be proud of, and much to do. It's an exciting future.

Gregg Agustin Davidson, FACHE
Chief Executive Officer, Skagit Regional Health
Washington State Hospital Association Board Chair

Our members

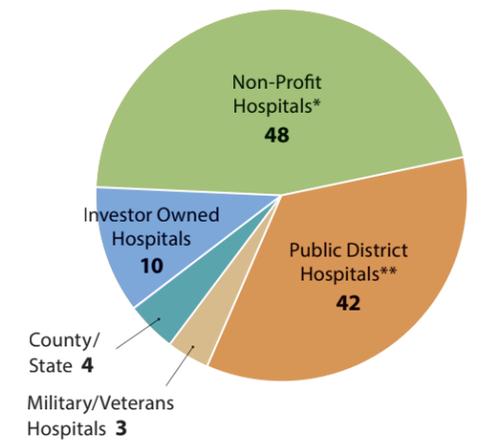
The first hospital in Washington State was built in 1858 in a log cabin for the purpose of caring for loggers, miners and their families. Now, WSHA represents 105 hospitals and health systems. Our members provide primary care, emergency care, psychiatric care and nursing home care to communities across the state.

Access to high-quality health care is an important part of any local community. In addition to providing health care, hospitals provide jobs, health education, disaster response and other kinds of community support. Our hospitals are also working to reduce the cost of health care through quality improvements and greater efficiency.

In 2013, Washington State Hospitals:

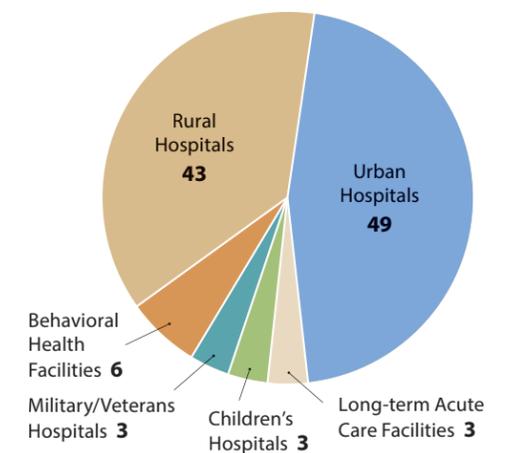
- Cared for people during 633,000 inpatient and 12.7 million outpatient visits
- Employed more than 115,000 people across the state and paid more than \$6 billion in salaries and wages
- Provided more than \$422 million in charity care to patients (actual costs; not charges)
- Absorbed \$1 billion in unpaid Medicare costs and \$1.1 billion in unpaid Medicaid costs
- Provided more than \$333 million in other community-building activity.

WSHA MEMBER HOSPITALS BY TYPE (107 TOTAL)

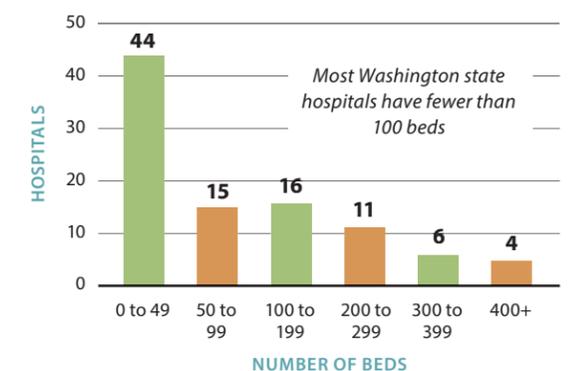


* Non-Profit Hospitals include 7 Critical Access Hospitals
** Public District Hospitals include 32 Critical Access Hospitals

WSHA MEMBER HOSPITALS BY SERVICE (107 TOTAL)



WASHINGTON HOSPITAL BED COUNT



WSHA's Work

WSHA works to improve the health of all Washington State residents by being active on key issues of policy and quality. The Triple Aim guides our members, and it guides us as we work toward:

- Improving the patient experience of care (including quality and satisfaction)
- Improving the health of populations
- Reducing the per capita cost of health care

Our member services work is essential to these goals. We use the convening power of the association to bring hospital and health system members together to share insights, experiences and knowledge from across the state. Understanding the different and overlapping needs of our members is integral to the work we do, be they rural or urban; systems or independent; non-profit, public district or investor-owned; large or small.



POLICY AND ADVOCACY

WSHA is a trusted, credible resource for lawmakers, policymakers, other health care organizations, the media and the public on a broad range of health care issues. We work on a daily basis to represent the best interests of our members and their patients. We advocate on behalf of member hospitals and health systems, and keep members informed throughout.

- **State legislative issues:** WSHA is the recognized voice of hospitals and health systems in Olympia. The 2015 legislative session saw victories on telemedicine; suspect and inmate guarding and payment; the all-payer claims database; pharmacy regulation; and significant policy and budget improvements in mental health.

- **Regulatory issues:** WSHA provides input into draft rules and meets frequently with staff at the Health Care Authority, Department of Health and other state agencies. This enables us to ensure appropriate enforcement and administration of hospital and health system-related policies, rules and laws, as well as to provide our members informed, accurate analysis of current and proposed regulation.
- **Federal issues:** WSHA partners with the Oregon Association of Hospitals and Health Systems to lobby on federal issues that affect both of our states, including the 340B drug discount program; access to mental health treatment; Medicare coverage for telemedicine; the federal 96-hour rule for rural hospitals; and site-neutral payments. WSHA is also actively involved with the American Hospital Association.
- **Rural Health:** Hospitals are an essential part of our state's health care safety net, and are often the main source of both primary and emergency care in rural communities. WSHA supports the critical access hospital program and other policies that support rural hospitals' ability to provide needed access to health care services.

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- **Washington Hospital PAC:** WSHA's political action committee is one of the strongest in Olympia. The PAC is led by a steering committee of members who help in fundraising and engage candidates and incumbents on issues of concern to hospitals.



PATIENT SAFETY

Washington hospitals have a commitment to pursuing excellence for safe, high-quality, cost-effective health care for the people of Washington State.

Through WSHA's award-winning Patient Safety Program, hospitals set competition aside and work together to share best practices and measure improvements in areas as diverse as hand-washing, surgical infections, re-hospitalizations and healthy babies.

This program helps to ensure the right care is delivered, at the right time, to every patient, every time. In the last three years, our patient safety work resulted in 23,000 prevented patient harms and \$235 million saved. This includes:

- 94% reduction in early elective deliveries;
- 89% reduction in ventilator-associated pneumonia;
- 60% reduction in bed sores;
- 27% reduction in costly readmissions; and
- 35% reduction in hospital deaths due to sepsis.

The program is uniquely positioned to work with all WSHA members, from multi-state systems to critical access hospitals. Every hospital's challenges are a little different, so we work with everyone to support peer-to-peer sharing, data analysis and access to national experts.



MEMBER SERVICES

WSHA staff members are committed maintaining comprehensive information about members and providing individual support to members in a variety of ways. In addition to the member engagement work that is done through the policy, advocacy and patient safety work, WSHA members also benefit from:

- Major events such as the Annual Meeting in October and the Rural Hospital Conference in June;
- A governance structure that puts strong emphasis on diverse and responsive representation in the WSHA Board, numerous committees and special issue task forces;
- Personal visits to hospital and health system leaders on a regular basis;
- An annual calendar of educational events and other resources for members of hospital and health system boards and commissions;
- Regular newsletters, publications and webcasts about issues of topical importance for all members;
- Response to individual member requests;
- Recruitment of affiliate members and sponsors;
- Extra financial resources to help support WSHA's work through revenue generated from Washington Hospital Services (WHS) programs, including Industry Partners, worker's compensation, absence management and unemployment compensation services;
- Disaster preparedness activities, including an annual disaster preparedness conference.

Policy and Advocacy

WSHA is a trusted, credible resource for lawmakers, policymakers, other health care organizations, the media and the public on a broad range of health care issues. The members of WSHA's Policy-Advocacy Team represent hospital and health system interests with federal, state, and local lawmakers and agencies. WSHA works to create a framework of laws and regulations that support members' ability to deliver high-quality, efficient health care to all. WSHA also helps ensure appropriate enforcement and administration of hospital and health system-related policies, rules and laws.

State Legislative Issues

WSHA is recognized in Olympia as the voice of hospitals and health systems, and this work is at the heart of the very purpose of the association. The 2015 legislative session was notable for the major gains that we and our partners made on behalf of patients. WSHA had great success working with partners to develop and advocate for a proactive agenda that builds a healthier state.

2015's major themes were:

- **Mental Health.** This was our top priority, and the legislature rose to the challenge of making desperately needed improvements to our mental health system. This work is not done, but this year was a strong start in the right direction.
- **Hospital Safety Net Assessment.** This program delicately balances taxing hospitals with the benefits of garnering additional federal funds that support Medicaid services and the state's general fund.
- **Care Transformation and Access to Care.** The success of the telemedicine bill is just one example of how we are moving our state toward improvements in access to quality, affordable health care in all communities. So was progress on the all-payer claims database, pharmacy issues, care for inmates and suspects, hospital affiliations, and reasonable staffing rules.

Regulatory Issues

WSHA provides input on draft rules and meets frequently with regulatory agencies and staff in order to engage with the agencies around hospital and health system-related policies, rules and laws. We also work to provide our members informed, accurate analysis of current and proposed regulation. Communication between agencies and stakeholders is essential to ensuring the policymakers are informed of current practice and that hospitals can be in compliance with state regulation. Current work includes requirements for hospital-based pharmacies, the state's work on transforming the health care system, and certificate of need.

Federal Issues

WSHA partners with the Oregon Association of Hospitals and Health Systems to lobby on federal issues that affect both of our states. Our shared issues include the 340B drug discount program; access to mental health treatment; Medicare coverage for telemedicine; the federal 96-hour rule for rural hospitals; and site-neutral payments. WSHA is also actively involved with the American Hospital Association. Twice a year, WSHA staff and members go to Washington, D.C., to meet with members of the congressional delegation and their staff. We invite all members to join us!

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Washington Hospital PAC

WSHA's political action committee is led by a steering committee of members who help in fundraising and engage candidates and incumbents on issues of concern for hospitals. One of the strongest in Olympia, the PAC creates opportunities for local candidates and elected officials to connect with local hospital leaders so that the community can benefit from better understanding.

Patient Safety



Washington hospitals have a commitment to safe, high-quality, cost-effective health care for people throughout the state.

WSHA's Patient Safety Program started in 2005, when hospitals and providers agreed to set competition aside and work together to improve the quality of health care for all patients by sharing best practices and measuring improvements. The Patient Safety Program is nationally recognized for its excellence.

The goal of this program is to help ensure the right care is delivered, at the right time, to every patient, every time. We are proud of the achievements of our member hospitals and clinics, and we are proud to share below a sample of some of our focus areas.

www.wsha.org/QualitySafety.cfm

Safe Deliveries Roadmap

The Safe Deliveries Roadmap is a WSHA-led initiative that ensures that more babies are born at full term in Washington State. This is thanks to the work of physicians, hospitals and patients. The number of early elective deliveries plunged 93 percent, and the rate of delivery by C-section is also steadily decreasing.

ER is for Emergencies

A March 2014 report released by the Washington State Health Care Authority confirms that this program—a partnership of doctors, hospitals and state agencies—is improving ER utilization, quality of care and savings. The initiative has already saved the state \$33.6 million in Medicaid fee-for-service emergency care costs. It's also helped patients get connected with appropriate primary care options.

Surgical Site Infections

Surgical site infections are the third most frequently reported health care-associated infection, and they increase the risk that a patient will be readmitted to the hospital. Since WSHA's Patient Safety Program led an initiative focused on this issue, instances of infections

have been cut by 15 percent in cardiac, orthopedic and gynecological surgeries.

Preventing Rehospitalizations

To ensure patients receive the care and support they need after being discharged, hospitals are partnering with physicians, skilled nursing homes, state agencies and other health care organizations to support patients' care Transitions. WSHA, the Washington State Medical Association (WSMA) and the Washington Health Alliance partnered to develop a toolkit to foster safe, timely, effective and coordinated care between settings. This includes guidelines about coordinated follow-up, reconciliation of medications, and timely visits to a primary care provider.

Readmission rates are an important indicator of the effectiveness of care. According to a recent national comparison, Washington has lowered readmission rates by 27 percent per Medicare beneficiary.

Honoring Choices Pacific Northwest

The goal of Honoring Choices Pacific Northwest is for everyone to receive care that honors personal values and goals in the later chapters of life.

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Using the evidence-based approach of Gunderson's Respecting Choices program, Honoring Choices PNW aims to make understanding and communicating wishes an embraced element of routine care. The outcome? Providing care that patients want. This is a joint project with WSMA.

100K Children Campaign

When we were children, most of us did not have a CT scan. Today, most children have had at least one CT by the time they are an adult, and many children have multiple scans. Data from WSHA's LEAPT initiative showed high variability in this practice; some hospitals exposed children to double the radiation as other centers when doing a CT scan.

The 100K Children Campaign supports all types of settings in reducing the dosage and number of CT scans given to children. The national leader in this work, Dr. James Duncan, provided expertise and the national benchmark for this project. There is opportunity to greatly improve in this area in our community. The Center for Medicare and Medicaid is encouraging hospitals nationwide to tackle this work, and is pointing to work done by Ascension Health and the Washington State Hospital Association as a source of learning.

7 by 17: Benchmarking with the Best!

At WSHA, the Patient Safety Committee is consistently encouraging stretch goals. "7 by 17" is the latest ambitious goal.

How do you compare? Safety strategies can often be brushed aside as being "good enough." Through the 7 by 17 initiative, participating hospitals will benchmark against the best regions in the country in basic safety strategies of Partnership for Patients.

The goal is to have 7 out of 17 strategies at or above the results of the best region of the country by 2017. This includes infections, falls, pressure ulcers, and core elements important to clinicians and value-based purchasing.

Engaging Patients and Community

The greatest determinants of health are the choices made by patients, and good choices require good information.

To help patients make informed choices, WSHA collects and publishes critical safety information,

hospital by hospital. Anyone can visit www.wahospitalquality.org and view a hospital's quality indicator rates. Information about C-section rates, early elective delivery measures, and surgical-site infections is available, and is the same information used by the federal government and other national publications and researchers.

Resources

WSHA members voluntarily collaborate and dedicate resources to improving care for all patients in Washington State. To assist members in that work, the Patient Safety Program provides a number of resources for health care providers, including:

- Safe Table Learning Collaboratives, which allow health care managers and staff to learn from local and national experts how to accelerate change for improved results.
- CEO & Trustee Patient Safety Summit
- Tracking of Washington quality reporting requirements and national quality reporting initiatives
- Access to national initiatives
- News alerts and regular newsletters
- Track progress with the Quality Benchmarking System
- Online Bookstore for patient safety material such as signs and brochures.
- Videos

Member Services



In all divisions of the Washington State Hospital Association, staff are committed to providing individual attention to WSHA members in a variety of ways. We also are committed to maintaining a deep understanding of our members and connecting them to WSHA services.

WSHA is proud to have a high degree of member involvement, and hospital leaders have many opportunities to engage with WSHA, either on specific programs or in our organization's governance structure.

Events

WSHA hosts two major events a year: In June, WSHA and the Association of Washington Public Hospital Districts (AWPHD) hosts the Rural Hospital Leadership Conference. In October, WSHA hosts its Annual Meeting; 2015 marks the meeting's 83rd year.

In addition to those pillar events, WSHA hosts smaller meetings and retreats throughout the year, and membership staff partner with patient safety and policy leaders to ensure that meetings are effective both in terms of form and content. An important aspect of a successful event is the cost. WSHA's membership team recruits and works with affiliate members and other organizations to secure sponsorships, advertising and other promotion opportunities in order to reduce the cost to members.

Hospital Visits

It is critical that WSHA executives and staff stay connected with members and the work they are doing in their communities. Building those connections is essential to ensuring that WSHA can continue to be an informed voice of hospitals in the public arena. It also ensures that WSHA is meeting the ever-changing needs of hospitals and health systems.

We aim to visit every hospital member at least once every two years, with more frequent visits as it becomes possible and beneficial. The member visit program is overseen by our membership office, and all executives are able and expected to participate.

Education for Trustees and Commissioners

Health care is a quickly changing field, and our membership staff works with AWPHD to provide educational resources and events on governance best practices and health care issues for members of hospital governing boards via conferences, workshops, orientations, webcasts, and printed materials, as well as responding to individual member requests for information.

Governance

Our governance structure puts a strong emphasis on diverse and responsive representation, as well as a commitment to serving all Washington communities. Our board, which changes annually, reflects our broad hospital and health system membership: large and small; urban, suburban and rural; non-profit, public district and investor-owned. In addition, WSHA invites this same diverse member engagement in a number of WSHA committees and task forces.

Communications

Good communications is necessary for all aspects of WSHA work. WSHA communicates with members and the public through regular newsletters, webcasts, press releases, bulletins, the website, social media and the mass media. Media work is coordinated with public relations staff from the member hospitals in order to promote significant achievements and respond to public criticism and questions. We work to ensure effective messages to all audiences.