



## 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

## Welcome from the Chair



I am passionate about being involved with WSHA and honored to be serving as board chair for the coming year. It's essential to make time to work collaboratively with others for two big reasons.

First: What we do matters to the people we serve.

The problems are too big for any of us to solve on our own. This is true if you're a multi-state system, and if you are the only hospital for 100 miles. To make health care better, to help Washington state residents live healthier lives, we need to work together.

WSHA's strategic plan reflects this ambition. We're working together to:

1. Improve the quality of care and the experience of the patient. This is a full-scale change in how we provide health care services.
2. Increase the health of the population: Hospitals have always had a strong sense of community and of wanting people to be healthier, but we're acting on that ambition in new ways.
3. Deliver cost-efficient care. We need to achieve savings through quality care and population health work, and at the same time, change the way we pay for health care.

Second: What we do works.

WSHA has been a loud and effective voice for patients with mental illness. We've also done extraordinary things in making health care safer. We're going to keep making changes in our own organizations and in our state. We're going to keep patients at the center.

We shouldn't deceive ourselves about the size of the challenges, but nor should we underestimate the power of the collective. We can't make real and lasting change in quality, cost and population health if we're not working together.

What we do matters, and what we do works. Together, we are changing the face of health care.

**Elaine Couture, RN**  
Washington State Hospital Association Board Chair

## Our members

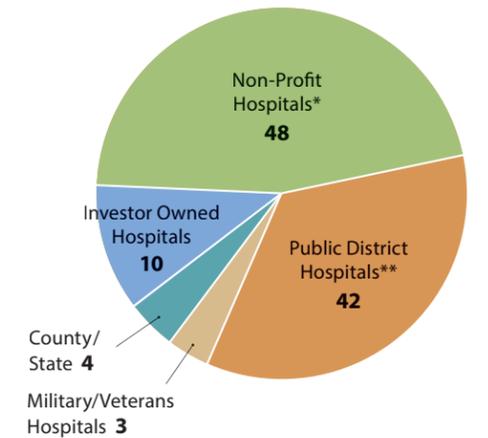
The first hospital in Washington State was built in 1858 in a log cabin for the purpose of caring for loggers, miners and their families. Now, WSHA represents 107 hospitals and health systems. Our members provide primary care, emergency care, psychiatric care and nursing home care to communities across 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:

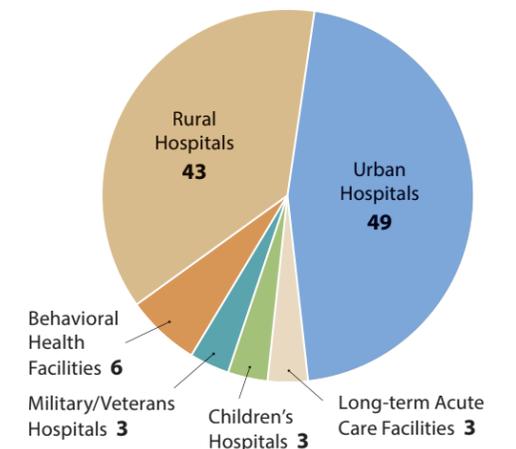
- Cared for people during 633,000 inpatient and 12.7 million outpatient visits
- Employed more than 115,000 people across the state and paid more than \$6 billion in salaries and wages
- Provided more than \$422 million in charity care to patients (actual costs; not charges)
- Absorbed \$1 billion in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

