Advocating on behalf of and supporting its members in achieving their missions and improving the health of their communities.
WSHA and our members have come together to accomplish some truly amazing things over the years, improving health care and making our state healthier than ever before. We are proud of our accomplishments, but we must be quick and nimble to keep up with our changing landscape. We talk about redefining the H, but we also need to redefine the A — the association — to continue shaping the future of health care and leading the way for members.

Of course, this means continuing to create a public policy framework to affect positive change and expanding our efforts to bring members together to work collaboratively on issues related to quality and patient safety. But it also means moving the association from a reactive stance to a more proactive one to create the policy we want, and bringing our policy and quality teams closer together to make our efforts even stronger. It means responding to social issues such as health equity to make sure everyone receives great care no matter who they are. It means evolving alongside our members to better respond to their needs as we move forward together.

Yet, it’s not just the role of the association that’s changing. Just as health care now reaches outside the hospital, our work has taken us across state lines, as we are forging important connections and formal partnerships with our neighboring states. While WSHA is strongest with our members acting in unity, so is our entire region. Working together at this scale, the Pacific Northwest has the potential to become a powerhouse when it comes to health care.

We have much to do, but by coming together, we can do it. In fact, only by coming together can we accomplish much of what’s before us. The place we come together is at the Washington State Hospital Association, and our future looks bright.

**Cassie Sauer**  
President and CEO, Washington State Hospital Association

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**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.

Annually, Washington State Hospitals:

- Care for people during 648,000 inpatient and 12.5 million outpatient visits
- Employ more than 109,000 people across the state and pay more than $6 billion in salaries and wages
- Provide more than $181 million in charity care to patients (actual costs; not charges)
- Absorb $1 billion in unpaid Medicare costs and $1.1 billion in unpaid Medicaid costs
- Provide more than $285 million in other community-building activity.
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.

Washington State Hospital Association

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