

Media and Communications

The Association focused more resources on social media this year, including advocating for legislative issues, participating in United Against the Flu, promoting health observances and sharing healthcare workers' personal flood experiences. In addition, LHA leadership shared their expertise with state and national reporters regarding various healthcare issues.

During the Legislative "Season," the LHA created a robust public relations campaign on the importance of hospitals in Louisiana and the consequences cuts would have on the health of residents and the economy. The campaign included radio and television ads, social media videos, a website and infographics.

With the ever-changing healthcare environment, it is imperative that we disseminate timely, relevant information to our members. The LHA uses a variety of communication methods to reach our members and other stakeholders, including: IMPACT Weekly/Session newsletters; LHA E-Alerts to hospital leadership; LHA Daily News Clips; IMPACT Lawbrief newsletters; Preparedness Update newsletters; Rural Hospital E-Alerts; Quality Bulletins; the Membership Directory; LHA's website, www.LHAonline.org; and social media outreach through Facebook, YouTube and Twitter (@LAHospitals).

Photos (from top to bottom and left to right): Paul Salles welcomes Gov. Edwards to the LHA's Winter Symposium; David Callecod and Teri Fontenot visit with Gov. Edwards at the LHA's Winter Symposium; Larry Graham and Janie Frugé at LHA's Winter Symposium; Dr. Rebekah Gee, Chuck Daigle and Jennifer McMahon at LHA's Winter Symposium; Greg Waddell and Rep. Larry Bagley at LHA's Legislative Reception; and Buffy Domingue, Kathy Bobbs, Karen Wyble and Mary Dupuis at LHA's Legislative Reception.

Photos on Reverse (from top to bottom and left to right): Warner Thomas and Bill Davis receive AHA's Most Valuable PAC Player awards from Paul Salles at LHA's Summer Conference; Dr. Flip Roberts, Tetsy Jeter, Jennifer McMahon, Randy Olsen and Rene Ragas at LHA's Summer Conference; Greg Feirn and Ayame Dinkler at LHA's Summer Conference; Elisabeth Arnold, Brittany Graffagnini, Jon Hirsh, Eric Morgan and Kassie Roussel at the LSHPRM Pelican Awards; Toni Martinez and Dana Adams with Gov. Edwards at LHA's Hospital Day at the Capitol; and Rep. Tanner MaGee and Rep. Jerome Zeringue at LHA's Hospital Day at the Capitol.

Emergency Preparedness

The LHA Research and Education Foundation (LHAREF) emergency preparedness team continues its efforts to support effective planning and response support for hospitals preparing for all hazards emergency events. Guided by the capabilities defined in the HHS Hospital Preparedness Program and regulatory standards articulated by the Joint Commission and the Centers for Medicare and Medicaid Services, the emergency preparedness team worked to refine existing response plans and resources, enhance data analytic capabilities and reinforce relationships with state agencies to better support hospital readiness. The LHAREF:

- Distributed \$1.4 million in Hospital Preparedness Program (HPP) grant funds to hospital and EMS providers;
- Distributed \$200,000 in HPP Ebola grant funds to Acadian Ambulance Service for Ebola and other emerging infectious disease planning and response to assist with transport of patients to Federal Regional Treatment Facilities;
- Worked with Federal Region VI partners in Texas, Arkansas, Oklahoma and New Mexico to develop and test inter-state plans for responding to a case of Ebola in Louisiana;
- Worked with state partners to refine Louisiana's response plans for a post-landfall evacuation of hospitals and other medical institutions;
- Hosted workshops and other training opportunities to support readiness and response efforts within organizations on key topics, including active shooter response, preparing for emerging infectious diseases, and how to maximize access to FEMA's public assistance program for reimbursement of disaster-related expenses; and
- Supported hospitals in flood-impacted areas throughout the state with evacuations, shelter-in-place operations, resource requests and mandatory reporting requirements.



Education

In an effort to provide timely, relevant education programs, the LHA analyzes the results of the Education Needs Assessment that members complete several times a year and continually develops or restructures programs to meet the growing demand for education on leadership, regulatory changes, payment updates and industry best practices. In 2016, the LHA and its affiliates:

- Offered 131 education programs, including 84 live programs and 47 webinars, with the participation of more than 2,635 healthcare CEOs, senior management, trustees, nurses and other allied health professionals;
- Hosted the LHA Annual Winter Healthcare Leadership Symposium in February;
- Had record attendance at LHA's Annual Meeting & Summer Conference in July with 348 attendees and offered an ACHE Category I session;
- Maintained LAHospitalCareers.com, an online recruitment program currently serving 20 Louisiana hospitals;
- Continued to offer careLearning, an e-learning product, to 21 Louisiana hospitals;
- Hosted the 2016 Leadership Development Institute, where 62 participants spent two days learning leadership competencies;
- Hosted the first Management Incubator for Future Hospital Leaders with 17 hospitals participating. This development program is intended to attract emerging leaders within the hospitals to prepare them for increased contributions as supervisors or managers;
- Expanded the Physician Leadership Academy to include a second level series cohort. The 100 series included 34 physician leader participants while the 200 series was designed to build upon the initial cohort that was launched in 2015;
- Hosted forums for CFOs and communications professionals from other state hospital associations;
- Partnered with the Louisiana Association of Healthcare Quality in hosting its annual spring educational event;
- Offered more than 270 approved nursing CEUs as an approved provider in the Louisiana State Board of Nursing's Nursing Continuing Education Program; and
- Hired a new Director of Education Services, Merle Francis, and said farewell to Janet Robbins, who retired from the LHA after 16 years of service.



Flood Relief for Hospital Employees

The LHA Research & Education Foundation (LHAREF) raised \$349,000 for the Louisiana Hospital Employee Assistance Fund to help provide some relief to hospital employees who suffered significant property loss to their residences during the August 2016 flooding disaster. LHAREF, a 501(c)(3) organization, collected donations from hospitals, other associations, individuals and vendors nationwide through Oct. 31, 2016 and disseminated those funds to hospitals. The LHAREF established the fund, because so many organizations and individuals nationwide wanted to help our family of hospital employees through these trying times. Thank you to everyone who contributed.

Quality

Hospitals in Louisiana continue to make marked improvements in patient safety and quality care. In 2016, the LHA Research and Education Foundation (LHAREF) continued its partnership with the Health Research Education Trust (HRET) of the American Hospital Association Hospital Engagement Network (HEN) to support participating hospitals in further improving quality and patient safety in multiple topic areas. Whether working with other HENs and groups, or as one of the 88 hospitals working with the LHAREF HEN, member and non-member hospitals alike continued to achieve national recognition in the areas of quality and patient safety.

In September 2016, the LHAREF completed the one-year contract of the extremely successful Centers for Medicare & Medicaid Services (CMS) Partnership for Patients HEN program. As of September 2016, 92 percent of applicable hospitals submitting at least 70 percent of the expected data met the program goals in eight topics. Hospitals in the LHAREF HEN collectively prevented 1,988 adverse patient-safety events with a potential savings of more than \$17.7 million. During the year, the LHA offered trainings and resources to help member hospitals stay diligent in the task of improving care to our communities. The LHAREF:

- Hired staff dedicated to working side-by-side with hospitals to help them facilitate improvement efforts;
- Performed more than 100 hospital-site visits;
- Conducted 13 in-person, regionally-based workshops and rounds using national experts to address adverse-drug events, infections, falls, perinatal harm, readmissions and patient/family engagement;
- Sponsored a nine-month LEAN Six Sigma GE Green Belt Certification program, where 72 individuals representing 39 organizations achieved Green Belt certification;
- Provided access to multiple nationally-renowned programs to reduce avoidable readmissions;
- Provided HEN hospitals access to the LHIN Patient Link report, a ShareCor service that tracks avoidable readmissions across care settings, facilities and payors;
- Engaged with 11 regionally-based readmission coalitions between hospitals and their continuum-of-care partners;
- Contracted with the North Carolina Quality Foundation to provide TeamSTEPS Master Training and Advanced Training to facilitate patient safety improvements through better communication and team-based tools; and
- Improved patient and family involvement in care decisions and delivery.

In November 2016, the LHAREF Hospital Improvement Innovation Network (HIIN) executed a two-year contract, with an optional third year, with HRET and enrolled more than 95 hospitals to further reduce harm and improve quality in multiple topic areas.

Effective Nov. 8, the Agency for Healthcare Research and Quality (AHRQ) approved the Louisiana Alliance for Patient Safety (LAPS) as a federally-listed Patient Safety Organization (PSO). The Patient Safety and Quality Improvement Act of 2005 authorized the creation of PSOs, and the ACA in 2010 mandated hospital participation. The LAPS PSO, a component of the Louisiana Hospital Association, encourages clinicians and healthcare organizations to voluntarily report and share quality and patient-safety information without fear of legal discovery. The LAPS PSO uses data to help healthcare professionals prevent future adverse patient-safety events from happening.



LHA Annual Membership Report

2016

Serving Our Members
Through Advocacy, Education
and Services Since 1926



HOSPAC and Advocacy

Decisions made in the Louisiana Legislature significantly impact hospitals and healthcare in our state; thus, investing in HOSPAC, the LHA's political action arm, is critically important. By encouraging healthcare providers to actively participate in the political process, HOSPAC is an essential tool that supports the LHA's advocacy goals and complements our legislative efforts. HOSPAC funds help us educate, elect and build relationships with policymakers who care about the continued viability of hospitals in Louisiana. Thank you to everyone who contributed to HOSPAC! Your commitment and dedication unify us as an industry and ensure hospitals have a strong voice when decisions are made that impact the delivery of healthcare.

Grassroots advocacy protects hospitals and the patients they serve throughout the entire healthcare system. To assist hospital leaders in being active and engaged in the political process, the LHA uses Legislative Action Alerts and PR Point Person E-mails to connect our members with elected officials on various legislative issues. Hospital leaders are the very foundation of effective advocacy when they communicate with their legislative leaders to educate them on issues that impact hospitals, and this message is amplified when hospital staff also reach out to lawmakers.



Hospital Day at the Capitol

The LHA hosted Hospital Day at the Capitol on May 10, which gave us the opportunity to ensure the hospital industry was "top of mind" and present during the budget debate. Hospital Day was part of National Hospital Week and included a free health fair that was open to lawmakers, legislative staff and the public. Thank you to the hospitals that participated. In addition, the LHA hosted a Social Media Hot Spot, allowing the governor, lawmakers and others participating that day to share what "MyHospital" means to their communities.

State Initiatives

Legislative Session: The 2016 Legislative "Season" consisted of two special sessions and one regular session of the Louisiana Legislature that spanned more than 19 consecutive weeks, making it Louisiana's longest continuous session in modern history. Throughout these legislative sessions, lawmakers considered more than 1,600 pieces of legislation, with the LHA actively tracking 262 bills and taking positions on 52 bills in the regular session alone. Like previous years, the 2016 Legislative "Season" was largely defined by Louisiana's significant, ongoing state budget challenges. Specifically, the legislature began the first special session with the need to address a budget shortfall of more than \$2 billion. The solution was found largely with an increase in the state sales tax. While the LHA worked closely with the legislature to identify and support solutions that averted what would have been catastrophic budget cuts, significant challenges remain as a majority of the sales tax increases are temporary and set to end in 2019. The LHA will continue working with legislators on remaining budget challenges by promoting long-term, structural solutions, including House Concurrent Resolution (HCR) 51, which provides a financing mechanism for coverage expansion and an approximate 7 percent rate increase for most hospitals. HCR 51 passed the legislature because of a strong grassroots push from members, ongoing advocacy work from the LHA, and an advertising campaign prompting individuals to contact their lawmakers on this issue.

In addition to the budget issues, the LHA successfully:

- Sponsored and passed a telemedicine bill, HB 480 (Act 252) by Rep. Katrina Jackson (D-Monroe) amends prior state law to allow physicians to prescribe controlled substances through telemedicine technology when they are treating a patient at a licensed healthcare facility that also holds a current registration with the DEA;
- Defeated bills intended to implement co-pays in the Medicaid program. Eight separate bills were filed that would have implemented co-pays in the Medicaid program. Co-pays equal a rate cut, since there is a low probability of the hospital ever collecting them from the Medicaid recipient;
- Defeated two bills intended to alter or remove the limitation of damages under the Medical Malpractice Act. SB 36 by Sen. Ryan Gatti (R-Bossier City) would have expanded the definition of "malpractice" to include any situation where a healthcare provider misrepresents his or her medical education, training or experience and would have removed the limitation on damages in these cases. The bill also provided that any provider who negligently or knowingly grants privileges to, advertises for or profits from another healthcare provider's misrepresentation would also be liable with the healthcare provider for all sums awarded. SB 38 also by Sen. Gatti would have increased the cap on damages for all malpractice claims for catastrophic brain injury to a minor from \$500,000 to \$5 million plus interest and costs when either a medical review panel renders a unanimous opinion in favor of the claimant or liability is determined unanimously by a jury; and
- Worked with lawmakers to enact the Family Caregiver Act. The LHA worked closely with the AARP on this bill to improve education provided to caregivers of patients who are being discharged from the hospital setting while seeking to limit any unnecessary administrative burden on hospitals.

Resources

Data is key to decision making, and the LHA and its affiliate organizations provide reliable hospital data, so that hospital leaders, policy makers and the public can make thoughtful healthcare decisions. In 2016, the LHA and its affiliates:

- Provided participating hospitals all-payer, claims-based administrative data through the Louisiana Health Information Network (LHIN);
- Maintained the Monthly Utilization Report Program, which provides timely data for planning, marketing and other strategic uses;
- Used publicly-reported data sets to create the Louisiana Hospital Benchmarking Report, an analysis of comparative financial and operational indicators;
- Maintained the Louisiana Hospital Inform website, which provides information regarding hospital pricing and quality to help consumers manage their own healthcare needs; and
- Provided updates to hospitals from LHA DataGen, a healthcare data and reporting program that provides member hospitals with financial and clinical information.

Federal Initiatives

The LHA works with Louisiana's Congressional Delegation and the American Hospital Association to advocate positions on key federal issues. This year, the LHA:

- Urged the U.S. Department of Health and Human Services (HHS) to provide flexibility to hospital outpatient departments under site-neutral payment provisions of the Bipartisan Budget Act;
- Requested relief from the rapid expansion of new mandatory episode payment models that could put the success of other quality initiatives at risk;
- Supported more flexibility for providers as CMS implemented payment reforms under the Medicare Access and CHIP Reauthorization Act of 2015 (MACRA);
- Recommended that CMS consider important modifications to its pay-for-performance programs;
- Asked Congress to address legal and regulatory barriers to care coordination;
- Supported CMS' proposal to reverse a payment reduction under the agency's controversial two-midnight rule;
- Urged CMS to consider eliminating its "all or nothing approach" when recognizing providers as meaningful users of electronic health records;
- Recommended ways to improve communication between hospitals and patients through changes in HHS' proposed notification requirements for Medicare patients receiving observation services;
- Secured congressional cosponsors for legislation to address unfair penalties for Louisiana hospitals in the Medicare wage-index formula (H.R. 4428);
- Joined 21 state hospital associations in asking CMS to end a manipulation of the Medicare Average Wage Index System created under section 3141 of the Affordable Care Act;
- Requested that CMS validate the methodology for its hospital star ratings program to accurately portray hospitals' performance;
- Urged CMS to waive the Long-term Acute Care Hospital (LTCH) 25 percent rule for post-acute providers wanting to participate in alternative payment models;
- Supported Congressional "Dear Colleague" letter requesting that CMS provide regulatory relief for providers participating in Alternative Payment Models;
- Helped educate lawmakers on the 340B program; and
- Opposed proposed federal budget cuts to healthcare, including Critical Access Hospitals, Graduate Medical Education and bad debt payments to hospitals.

Member Groups, Committees, Task Forces and Councils

LHA members can engage with the LHA through a myriad of member groups, including the Legislative, Regulatory & Policy Council; Finance Committee; Quality Committee; Physician Leadership Council; Contract Compliance Committee; Hospital Stabilization Task Force; Coverage Expansion Task Force; Behavioral Health, LTAC, Human Resource and Rehabilitation Constituency Groups; Managed Care Advisory Group; Workers' Compensation Advisory Group; the CFO Expert Panel; and professional societies. In 2016, the LHA:

- Hosted meetings for the LTAC, behavioral health, rural and human resource constituency groups;
- Co-hosted the Mid-South CAH conference in Nashville using rural Flex Grant funding;
- Hosted conferences for the Louisiana Organization of Nurse Executives, the Louisiana Society of Hospital Attorneys, and the Louisiana Society for Hospital Public Relations and Marketing;
- Increased physician involvement by expanding the Physician Leadership Steering Committee; offering the 100 and 200 Series of the Physician Leadership Academy in cooperation with AAPL; creating a listserv to link physician leaders across the state; providing education on the MACRA; and participating in the newly-constituted Louisiana Commission on Preventing Opioid Abuse;
- Established a partnership between the LHA and the Louisiana Association of Healthcare Quality (LAHQ) where LAHQ will become LHA's official member group for quality professionals.

Letter from Paul A. Salles, LHA President & CEO



Louisiana's healthcare system experienced rapid change this year with the rollout of Medicaid expansion, ongoing budget issues and the continued pursuit of quality improvement. In 2016, our Board, members and staff worked diligently as an Association to protect access to necessary services, maintain adequate healthcare resources and enhance the quality of care.

With our state's longest continual legislative session in modern history, including two special sessions and one regular session, the LHA staff, hospital leaders, and our grassroots hospital network engaged in issues ranging from budget cuts to rate increases to tax reform to clinical and regulatory changes. We were able to identify and support solutions that averted what would have been catastrophic budget cuts; however, we have a long road ahead. For 2017, we will have to work strategically with lawmakers on long-term solutions to ensure stability in our healthcare system.

Our Association prides itself on member involvement. We have tremendous participation by hospital leaders and employees throughout Louisiana, and because of this, we have cultivated a strong relationship with local and state leaders, ensuring a seat at the table when healthcare policy is discussed. I'd like to thank all our members, including those who participate on our boards and committees and in our societies and education programs. Our Association is strong because of you. I'd also like to recognize our new Lifetime Members: George French, Mark Marley, Jim Montgomery, Cindy Rogers and Steve Worley, who helped guide the Association over the years.

Our Association showed its commitment to each other and our state throughout 2016, especially during the historic floods in August. Our hospitals rose to the challenge and worked tirelessly to ensure uninterrupted service to the community. I would also like to thank everyone for their generous support of the Louisiana Hospital Employees Assistance Fund, which was created to help hospital employees affected by the flood.

This year, we saw remarkable progress in quality improvement. Hospitals in the LHA Research & Education Foundation's (LHAREF) Hospital Engagement Network 2.0 collectively prevented 1,988 patient-safety events with potential savings of more than \$17.7 million. We also sponsored a nine-month LEAN Six Sigma GE Green Belt Certification program, with 72 individuals representing 39 organizations achieving Green Belt Certification. In addition, the LHAREF was awarded a two-year Hospital Improvement Innovation Network contract to further assist you in your journey to improve quality and patient safety. We have even more to offer you in 2017, since the Agency for Healthcare Research and Quality (AHRQ) approved the Louisiana Alliance for Patient Safety (LAPS) as a federally-listed Patient Safety Organization (PSO), which encourages clinicians and healthcare organizations to voluntarily report and share quality and patient safety information without fear of legal discovery in an effort to prevent future adverse patient-safety events.

Whatever 2017 may bring, know that the LHA is here to help you with all your regulatory, legislative, education and service-oriented needs.

Sincerely,

Paul A. Salles
President & CEO