

Nebraska Hospital Association

2016 | Member Value Report



NHA Nebraska
Hospital
Association

The influential voice of Nebraska's hospitals

YOUR ASSOCIATION. YOUR RESOURCE.

Dear valued member,

As I reflect upon 2016, it is hard for me not to think forward and anticipate what 2017 has in store for the Nebraska Hospital Association, which will be the 90th Anniversary as your Association. The NHA relies on the willingness of members to collaborate with hospitals to achieve success. Our success is an endeavor we enjoy working on with you, our members.

This following report highlights many of the successful advocacy and representation efforts that, together, we achieved on behalf of Nebraska hospitals and health systems. With the support of committed members and in collaboration with your Association, we advocated with a common voice in local, statewide and national policy discussions.

The 60-day legislative session convened January 6 and adjourned on April 20, 2016. In total, 445 bills were introduced, with 86 Bills of Interest identified by NHA members, covering a wide range of issues. NHA staff assisted with LB 900, a bill that modified Nebraska's current motorcycle helmet requirements and creates several new provisions. Another bill staff assisted with was LB 721. This bill creates a scope of practice for surgical first assistants and a pathway to licensure for this health care occupation. The bill requires that a licensed surgical first assistant performs delegated tasks only under the personal supervision of a surgeon.

To maintain our excellent caliber of educational programs, we partnered at the federal and state level with other health care educational organizations to find new ways to improve the health care delivery system. In this year's annual report, we are sharing our success stories of innovation and coordination.

The NHA health data and information team continues to provide reliable and comprehensive health data and information regarding health care services, health care trends, clinical outcomes, and their impacts and implications on Nebraska health care providers and the communities they serve.

Nebraska's hospitals continue their strong tradition of improving the quality of health care. The NHA and fifty-six member hospitals participated in the American Hospital Association's Health Research & Education Trust (AHA HRET)/NHA Hospital Engagement Network (HEN). As a part of this national effort, our ambitious goals were to reduce the incidence of patient harm in the areas of central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), ventilator-associated events (VAE), surgical site infections (SSI) involving colon, knee, hip and abdominal hysterectomy procedures, falls, adverse drug events, pressure ulcers, venous thromboembolism (VTE), early elective deliveries (EED) and other OB harm by 40 percent and readmissions by 20 percent.

NHA staff actively communicates with Nebraska's congressional delegation, the Centers for Medicare & Medicaid Services, the American Hospital Association and other stakeholders on a frequent basis regarding health care provisions being proposed and implemented. Through advocacy efforts, the NHA and our members are able to influence federal policy and its impact on Nebraska hospitals.

In the coming year, with the contribution and support of our membership, I know the NHA can once again achieve its goal of being the influential and unified voice for Nebraska's hospitals and health systems.

Your participation in the Association has never been more important. Thank you for your continued support.

Sincerely,



Laura J. Redoutey, FACHE
NHA President



THE INFLUENTIAL VOICE.

Nebraska's hospitals serve as health and wellness cornerstones and economic engines of their communities and the state. For decades, hospitals have been committed to strengthening not only their patients, but also the communities and regions they serve. In addition to caring for the injured and serving the health needs of area residents, for many communities, hospitals are the largest employer and most stable economic driver.

Hospitals contribute significantly to the goal of improving the overall health of Nebraskans, all the while focusing on aiding the less fortunate as part of their mission and purpose. Hospitals care for the sick and injured, regardless of their ability to pay and the net cost to the hospital. Charity care results from a hospital's policy to offer health care services free of charge or on a discounted fee schedule to individuals who meet predetermined financial criteria. As the number of uninsured and underinsured grows, so does the need for charity care. Also, despite the fact hospitals are reimbursed at a rate below their costs to care for Medicare and Medicaid patients, hospitals welcome Medicare and Medicaid patients and provide the same quality care they do for all patients.

Nebraska's hospitals are always there when needed, from prenatal care to helping patients and families at the end of life. Often, the extent of how much hospitals contribute to the betterment of their communities and the state is neither recognized nor understood. Regardless of awareness, Nebraska's hospitals are committed to addressing the critical and necessary needs of their communities in a responsible, considerate and compassionate way.

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President
Nebraska Hospital Association
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MAKING AN IMPACT. TAKING THE LEAD.

The 2016 Nebraska Legislature adjourned Sine Die on April 20, 2016. The legislature **introduced 445 bills** during this 60-day session, focusing much of their time on the state's budget, taxes, corrections and school funding.

216 bills were signed into law, with an additional 66 bills originally introduced as separate measures that were then amended in to the 216 and passed as a package. The Legislature selected 107 bills as priorities, and 76 of those priorities were passed in to law. Notably, not all priority bills were considered this year due to time constraints and four priority bills that were advanced to the floor did not receive debate.



During this session, the NHA's members:

- Identified 86 of the 445 bills as Bills of Interest
- Supported 15 bills
- Opposed 4 bills
- Monitored 65 bills

The **NHA submitted written testimony on 10 bills and testified in-person on 8 bills** before 8 of the 14 standing committees.



Bills supported by the NHA:

- LB 549** – Health Care Transformation Act (Priority)
- LB 691** – Adopt the Teacher Education and Health Care Professions Student Grant Program
- LB 696** – Medicaid Coverage for Opioid Abuse Treatment
- LB 774** – Tax Exemption for Purchases by Nonprofit Substance Abuse Treatment Centers

- LB 769** – Change Provisions Related to Firearms
- LB 782** – Medicaid Coverage of Family Planning Services
- LB 804** – Investigational Drug Use Act
- LB 812** – Custom Software Sales Tax Exemption
- LB 825** – Reporting Requirements For Tax-Exempt Properties
- LB 850** – Paid Family Medical Leave Insurance Act
- LB 931** – Incentives for AL Facility with Residents with Mental Illness
- LB 933** – Payroll Processor Regulation Act
- LB 985** – Behavioral Health Regions Reporting
- LB 998** – Emergency Community Crisis Centers Network (Priority)
- LB 1013** – Tobacco Tax Increase; Distribution of Funds (Priority)



Notable bills signed into law:

- LB 47** – Anatomical Gifts Under the Motor Vehicle Operator's License Act
- LB 471** – Prescription Drug Monitoring Program Prohibits patients from opting out; requires all prescriptions be entered; all prescribers and dispensers have access at no cost; and includes all payers.
- LB 680** – Change Certification Requirements For Pharmacy Technicians
- LB 721** – Surgical First Assistant Practice Act (Priority) creates a scope of practice for surgical first assistants and a pathway to licensure for this health care occupation. The bill requires that a licensed surgical first assistant performs delegated tasks only under the personal supervision of a surgeon. The Board of Medicine and Surgery shall waive certain licensure requirements for surgical first assistants who have functioned in the role within the last five years. It is estimated that 15-25 surgical first assistants currently reside within Nebraska and that this number will increase once the State recognizes this occupation.

ADVOCATING FOR HEALTH CARE FOR ALL.

LB 722 – Stroke System of Care Act

Sets a regulatory framework for Direct Primary Care (DPC), or direct physician-patient contracting for primary care services, within Nebraska. LB 817 specifically defines DPC as medical services performed outside of the scope of state insurance regulation.

The NHA recognizes that this model supports the transition from fee-for-service health care to value-based models that will define health care as we move toward population health.

LB 816 – DHHS Institutions Patient Records Accessibility

LB 817 – Direct Primary Care Agreement Act (Priority)

LB 849 – Assisting Caregivers Transitions Act (HHS)

LB 891 – Down Syndrome Diagnosis Information Support Act

LB 952 – County Board Responsibility for EMS

LB 1011 – Change Provisions Relating to MCOs

Bills incorporated into the budget:

LB 911 – BH Systems of Care Blueprint (Priority)

Appropriates \$200,000 each year for FY17-18 to develop a behavioral health system of care for Nebraska. The plan will include a statewide assessment of needs, including infrastructure, services, support and financing strategies for short- and long-term outcomes.

The NHA has designated increasing access to quality mental and behavioral health services as a top priority and views LB 911 as an important first step in setting a foundation for building a system to help those in need.

LB 923 – Additional funding for FQHCs



Bills opposed by the NHA:

LB 769 – Eradication of Gun Free Zone

LB 825 – Reporting for Tax-Exempt Properties

LB 900 – Helmet Law Modification

LB 900 modified Nebraska's current motorcycle helmet requirements and created several new provisions. Under this bill, anyone 21 years of age or older can forego wearing a helmet while operating a motorcycle or moped, as long as he or she wears protective eyewear. LB 900 also created the Motorcycle Safety and Brain Injury Trust Fund, which will obtain revenues from an increase in motorcycle registration fees and increased fines for operating a motorcycle without a license. The bill also prohibits motorcycle passengers under the age of eight.

The NHA assisted stakeholders in opposing LB 900. It failed to advance and did not overcome a filibuster on General File with a vote of 30-17.

LB 1061 – Surgical Technologist Registry

There were **24 filibusters this session**, compared to 13 the year before. In the years just before these record breaking numbers, the number of filibusters averaged three to five per session.

The Legislature also voted to override Governor Pete Ricketts' only contested veto of the session. Gov. Ricketts vetoed Sen. Heath Mello's LB 947, which would direct the State to give professional and commercial licenses to qualified individuals who have a legal presence in the United States. The NHA was proud to work in support of the bill and the legislative override.

11 senators ended their legislative careers due to term limits.

ADVANCING HEALTH CARE EDUCATION.



The definition of commitment is a “pledge, a promise.” The meaning of the word commitment for the NHA Research and Educational Foundation (NHA Foundation) speaks to the dedication to our mission to be valuable to NHA member hospitals

by assisting them in remaining current and responding to advances in health care.

Commitment reinforces an acceptance of responsibility to be a leader always driving to innovate and improve. The NHA Foundation embraces this leadership role as we commit ourselves to providing the highest-quality health care education that is affordable, accessible and convenient.

We are partnering at the federal and state level with other health care educational organizations to find new ways to improve the health care delivery system. In this year’s annual report, we are sharing our success stories of innovation and coordination. These examples of how NHA member hospitals are utilizing the services provided by the Foundation as we combine the strengths of our collective talents to develop the best education for staff that will benefit our patients. The best of times are ahead of us, as are the greatest challenges.

The Foundation Board of Directors, the **Education Advisory Group** and NHA staff continue to use the opportunity to carve a path that guides, supports and advances our educational mission and the missions of our member hospitals.

In March 2016, the Foundation reconvened its Education Advisory Group. Consisting of employees from various managerial positions within NHA member hospitals from each of the five districts and key organizational partners, including the Nebraska Chapter of the Healthcare Financial Management Association (HFMA), American College

of Healthcare Executives (ACHE), Nebraska Healthcare Marketers (NHM) and Nebraska Organization of Nurse Leaders (NONL), along with representatives of critical access hospital networks, this group assisted NHA staff in efforts to identify the most relevant and high-quality educational offerings and through the most appropriate method of delivery.

The group identified 21 individual breakout sessions for both the Mid-Year Meeting and the Annual Convention, along with face-to-face educational offerings they felt would be most beneficial to member hospitals carrying into 2017.



The Foundation offered and co-sponsored 15 individual educational programs for our member hospitals and their employees. As always, there were the signature events such as the **Annual Convention, CAH Conference on Quality, Advocacy Day, Health Care**

Administrative Professionals Conference, Mid-Year Meeting and Western Regional Trustee Symposium.

Offered for a second year was the **Physician Leadership Development Conference**. The NHA Board of Directors had expressed the desire for this to become an annual event, but based on attendance and cost, the NHA Foundation Board re-evaluated this and suggested that a track of programs designed for physicians be offered at the annual convention beginning in 2017 instead.

Along with these live events are educational webinars. Webinars and distance learning have increasingly become the most popular delivery method the Association has of providing education to the membership. Webinars initially developed by the NHA Foundation are shared with hospital associations in all 50 states. The Foundation offered more than 120 educational webinars in 2016.

GROWING OUR OWN LEADERS.

Leadership Institute



Class XIII (13) of the NHA Leadership Institute held their opening retreat in January 2016. Participants completed their final session on October 12, 2016. **This brings the total number of alumni to 318.** This Foundation initiative continues to be the premiere

leadership development program, serving the unique needs of health care employees in the state. Leadership Institute participants benefit from interactive learning with guidance from faculty in various departments from Bellevue University, including business, management and health care administration. Participants gain a great deal from continuous learning and networking throughout the 10-month program. The Institute is not only a gateway to career-long professional development, but it also provides a solid base of knowledge to help individuals position themselves as health care leaders.



NHA VP, Educational Services, Jon Borton; Bellevue University Dean/Asst. VP, Dr. Michelle Kempke Eppler; NHA President, Laura Redoutey and Bellevue University Director of Healthcare Programs, Dr. Mike Freel.

The NHA Foundation recently earned the *ASAE Power of A Silver Award* for the Leadership Institute. The American Society of Association Executives (ASAE) Power of A Awards, the industry's highest honor, recognizes the association community's valuable contributions on local, national and global levels. This award rewards outstanding accomplishments of associations and industry professionals for their efforts to enrich lives, create a competitive workforce, prepare society for the future, drive innovation and make a better world.

Hospital Trustee Education Certification Program



Sixteen hospital boards comprised of approximately 100 individual trustees completed education certification through the Nebraska Hospital Trustee Community Accountability Education Certification Program in 2016. These

boards and individual trustees dedicated the time and effort to governance practices and participated in the quality governance education programs offered by the NHA Foundation and others to ensure governance community accountability. Three NHA member hospitals and health care systems have taken the additional steps in 2016 to become a NHA Board Certified Organization. They have adhered to specific, predefined governance standards that exemplify community accountability and outreach, responsibility for quality and safety of care to address identified needs, and the characteristics of a high-performance board. These boards included the Bryan Health (Lincoln) Board of Trustees, Bryan Medical Center Board of Trustees and Valley County Health System (Ord) Board of Trustees.

Western Regional Trustee Symposium



Nebraska hospital trustees attended the 20th anniversary of the Western Regional Trustee Symposium (WRTS) in Phoenix, Arizona on June 8-10. Hospital and health care trustees and executives from Arizona, Colorado, Idaho, Montana, Nebraska, Nevada, New

Mexico, North Dakota, South Dakota, Utah and Wyoming attend this annual event. The program is geared primarily to smaller, rural hospital boards and provides trustees with the tools and governance excellence strategies to navigate the increasingly complex health care environment. Galen Wiser, Trustee from Providence Medical Center in Wayne, completed his fifth year as Nebraska's trustee representative to the WRTS Planning Committee in 2016.

SUPPORTING HIGH-QUALITY EDUCATION.



careLearning, the e-learning company co-owned by the NHA Foundation and 41 other state hospital associations, continues to see growth. Through careLearning, the Foundation added new online courses for 2016 for members bringing the total number of Nebraska hospital employees enrolled in careLearning online courses to 1,600 out of more than 140,000 nationally.

Health Care Career Scholarship Program



During the past 16 years, the Foundation has awarded over \$500,000 in scholarships, supporting over 300 employees of member hospitals in their efforts to earn a high-quality education.

This year, four additional scholarships were made available due to a generous donation from NHA Affiliate Membership Program participants, FocusOne Solutions and Aureus Medical Group.



The NHA Research and Educational Foundation remains strong and viable and will continue to offer quality educational programs and services to NHA member hospitals.

"As NHA Board Chair, I have learned much more about the NHA and the many opportunities they offer. One of the most valuable takeaways is the chance to network with my fellow peers at the many educational events offered each year by the NHA. The educational offerings, such as the Leadership Institute classes and the webinars, assist me in my everyday work. I am fortunate to serve on the Policy Development Committee (PDC), where we discussed members' comments and prioritized the issues to meet our common goal of being the influential voice for the hospitals across the state."

Mike Hansen, CEO
Columbus Community Hospital
Columbus, NE

KEEPING YOU INFORMED.



The NHA strives to provide you with the latest news and information to keep you current and up-to-date on trends and developments in the health care industry. The communications inform you on a broad range of issues, including state and federal

legislation, quality, health data, education and emergency preparedness. We inform you of state and federal legislation, the latest quality initiatives and best practices, health data and the impact hospitals are having on the state and workforce training, educational opportunities and emergency preparedness.

NHA Website

We launched a new responsive website this summer. The website offers a convenient, easy to navigate, go-to resource for NHA hospital members, state and federal lawmakers, the media and the general public.

Publications



The NHA continues to offer a wide variety of electronic newsletters delivered directly to your inbox to be accessed at the click of a button. The newsletters provide important information regarding issues that impact the hospital and health care industry across the state.

The Advocate

“The Advocate” highlights key state and federal issues that impact hospitals and the health care industry. From health care reform to state legislative races, The Advocate covers a wide breadth of issues, keeping you up-to-date on the latest issues, developments and changes in the legislative arena.

e-Bulletin

“e-Bulletin” is a monthly electronic newsletter that provides accurate information and resources relating to health care education and events.

Emergency Preparedness News

“Emergency Preparedness News” (EP News) informs members of existing or potential issues that have resulted in mass emergencies, from pharmaceutical shortages to the emergence of Ebola. EP News provides the latest information on disaster readiness for hospitals and health care facilities.

Healthier Nebraska

“Healthier Nebraska” is a quarterly publication that provides a comprehensive overview of current stories and issues pertaining to hospitals and health care providers in Nebraska. Each edition features a member hospital, the challenges and opportunities it faced and the positive changes and improvements they have made.

Nebraska Hospitals Community Benefits Report

The annual “Nebraska Hospitals Community Benefits Report” contains information about the contributions member hospitals made to the state and their respective communities during the previous fiscal year. The report also features stories focusing on the impact those contributions are having on patients, communities and the hospitals themselves.

Nebraska Workforce Report

The “Nebraska Workforce Report”, produced on behalf of the NHA through the salary survey process and available on the NHA website, identifies health care professions with notable vacancy and turnover rates and provides information on current and future workforce demands.

KEEPING YOU PREPARED.

Newslink

“Newslink” is a member-focused publication highlighting member achievements, recognitions and initiatives. Newslink provides information on positive trends in health care. The weekly newsletter, features state and federal health care news, member hospital news, current health care topics of interest and educational opportunities. It is distributed to more than 3,000 recipients every Friday.

Quality Matters

Nebraska is home to healthy communities where hospitals are known as leaders of quality initiatives. This monthly newsletter focuses achieving the goal of being leaders in quality, sharing with you some of the initiatives that are taking place right now in our state.

How To Sign Up?



To sign up to receive any or all of our newsletters, visit nebraskahospitals.org/communications/sign-up-for-nha-news

Everything the NHA does is designed to assist you, our valued member, in the quest to provide quality care to Nebraska’s patients, families and communities. We represent Nebraska’s rural and urban hospitals and health systems, and support and encourage them to develop various health care delivery systems geared toward improving the health and well-being of Nebraska’s communities.

Thank you for your membership and support. We are committed to improving the health of all Nebraskans.



Mission

The Nebraska Hospital Association is the influential and unified voice for the Nebraska’s hospitals and health systems, providing leadership and resources to enhance the delivery of quality patient care and services to Nebraska communities.

Vision

By 2020, the Nebraska Hospital Association will have established partnerships with leaders and be the influential resource for improving Nebraska’s health care infrastructure and policies.

Values

The Nebraska Hospital Association is committed to expertly serving members with integrity, transparency, accountability and financial stewardship.

Strategic Framework

The mission of the NHA is supported by a strategic framework comprised of four pillars: advocacy and policy, financial stewardship, strategic partnerships, and quality and safety. To expertly serve NHA members, each pillar is founded in the values of integrity, transparency and accountability. Collectively, this structure, built on a value-based foundation and prominently reinforced by the four pillars, support the NHA’s mission of being the trusted leader to improve the health, well-being and quality of life of all Nebraskans.

COST-EFFECTIVE BUSINESS SOLUTIONS.



NHA Services, Inc., the wholly-owned subsidiary of the Nebraska Hospital Association, continues to explore potential services for the NHA membership that will address their needs, offer cost savings and provide a non-dues revenue source for the NHA.

The NHA Services Board of Directors reviews and approves all vendor agreements for services to the membership.

NHA Services approved the following agreements at the end of 2015:

- Assurity Life Insurance Company – Voluntary Benefits
- WoodRiver Energy, LLC – Natural Gas Provider

Both agreements are being used by members of the NHA and receive services at a reduced rate, while providing the non-dues benefit to the NHA.

NHA Services reviewed the following vendor presentations for 2016:

- Constellation Energy – Natural Gas Provider
- BoardEffect – Communication Development
- Adaptive Medical Partners – Physician Recruitment Services

To date, an agreement with Adaptive Medical Partners has been approved and communications have been sent out to each member hospital CEOs, advising them of the opportunity to work with a niche physician recruitment service.

Adaptive Medical Partners is a smaller firm that provides high-quality services at a reduced price to the facility. They specialize in rural area placement and match the candidate with the facility and the community.

Current members of NHA Services:

- Accurate Now – Pre-employment Screening and Verification
- Adaptive Medical Partners – Physician Recruitment
- AlertNow – Rapid Communications Services
- Assurity Life Insurance Company – Voluntary Benefits for Employees
- CenterPoint Energy (Constellation Energy) – Natural Gas Provider
- eTransX – Data Interfaces
- FocusOne Solutions – Staffing/Workforce Solutions
- ITPAC Consulting – HIPAA-HITECH Gap Assessments
- LMC Insurance & Risk Management – Insurance/Risk
- Lutz – Chargemaster Services
- Matrix Mobile Security Systems – Privacy and Security Solutions for Mobile Devices
- Medimpact/SUNRx – Establishment and Operations of 340B Agreement and Pharmacy Benefit Management
- Medi-Waste Disposal, LLC, PC – Pharmaceutical Waste Disposal Services
- Merritt Hawkins & Associates – Physician Recruitment
- Stericycle – Pharmaceutical Waste Disposal Program
- WoodRiver Energy, LLC – Natural Gas Provider

LEADERS IN QUALITY.



The NHA informs members of evidence-based best practices to improve quality, makes available information to improve patient experiences and outcomes, and provides programs, educational opportunities and information to help reduce adverse events caused by medical error.

Hospital Engagement Network

Nebraska's hospitals continue their strong tradition of improving quality of health care. The Nebraska Hospital Association and 56 member hospitals participated in the American Hospital Association's Health Research & Education Trust (AHA HRET)/NHA Hospital Engagement Network (HEN). As a part of this national effort, ambitious goals were set to reduce the incidence of patient harm in the areas of central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), ventilator-associated events (VAE), surgical site infections (SSI) involving colon, knee, hip and abdominal hysterectomy procedures; falls, adverse drug events (ADE), pressure ulcers, venous thromboembolism (VTE), early elective deliveries (EED) and other OB harm by 40 percent and readmissions by 20 percent.

In 2016, Nebraska hospitals participating in the HEN:

Prevented
2,035 harms = \$11,868,093
to patients **Total cost savings**



According to information provided by HRET, Nebraska's participating hospitals have been able to demonstrate the prevention of an estimated 2,035 areas of harm, representing approximately \$11.8 million in cost avoidance.

Entering its third phase, the Centers for Medicare & Medicaid Services (CMS) has renamed the initiative the Hospital Improvement Innovation Network (HIIN) and once again entered into a contract with HRET and the NHA to continue this important work. The NHA and approximately 60 Nebraska hospitals will partner with HRET and 32 state hospital associations. Networking with hospitals across the nation allows us to share best practices and learn from our peers as we continue our work to improve care in Nebraska's hospitals.

Quality Committee

The NHA's Quality Committee is comprised of CEOs, physicians and senior leaders who are charged with the responsibility to drive the quality improvement process in their facility. A special focus is placed on reducing early elective deliveries, catheter-associated urinary tract infections, central line-associated blood stream infections and preventable readmissions.

The importance of having complete, current statewide information cannot be overstated. As we advocate for appropriate reimbursement and less burdensome regulations, we continue to keep the focus on the patient and what it takes to provide high-quality health care. This information helps us help you tell the story of quality of care in your facility.

IMPROVING PATIENT EXPERIENCES.

Rural QI Steering Committee

The Rural QI Steering Committee is a highly interactive group of quality directors and chief nursing officers from Nebraska's critical access hospitals (CAHs). Its purpose is to discuss issues of relevance surrounding quality of care in CAHs and offer practical solutions. The annual CAH Conference on Quality is one resource where staff at all levels can come together to discuss issues and learn from the peer-to-peer interaction that takes place during the conference.

Leaders in Quality



Three hospitals were added to be featured in the NHA's Leaders in Quality video series. This year's series focused on the initiatives hospitals are implementing to reduce unnecessary readmissions.

Community Hospital, located in McCook, shared their success in implementing a Community Paramedic Program. With the patient's permission, community paramedics operating within their current scope of work will make visit(s) to the patient in their home. This helps to reinforce the education the patient received in the hospital, as well as improves the coordination of care between the clinic and hospital. The end results are better coordination of care, better understanding by the patient of their role in their care and fewer readmissions.

Columbus Community Hospital, located in Columbus, focused on improved communication among the hospital, physician, clinic and area nursing facilities. The hospital created a transitions of care team consisting of case managers and discharge education coordinators whose

goal was to improve communication between the hospital and the patient's post-acute care team. One innovative idea that came out of this group was the creation of 'exchange visits', where staff from one facility meets with staff at another facility to understand each other processes and what they need from each other so that the patient can be successful post discharge.

Lexington Regional Health Center, located in Lexington, focused on better education and care coordination to reduce readmissions. One area of focus was to streamline and provide consistent education to patients, no matter what their medical condition. Patients were educated on the importance of primary care and following up with their physician post discharge. An inpatient care coordinator serves as the conduit between the patient's physician and primary care nurse so that any gaps in knowledge can be immediately addressed. As a result of the success with inpatient care coordination, they have expanded the program to emergency department, obstetrics and chronic care patients.

View the Leaders in Quality video series at tiny.url.com/NHAqualityvideos.

PROVIDING RELIABLE & COMPREHENSIVE HEALTH DATA.

Health Data and Information



The NHA **provides reliable and comprehensive health data and information** about health care services, health care trends, clinical outcomes and their impacts and implications on Nebraska health care providers and the communities they serve.

The **Nebraska Hospital Information System (NHIS)**

is a signature resource as reliable hospital inpatient and outpatient data. NHIS is the successful result of a coordinated effort between the NHA, Nebraska's community hospitals, Blue Cross Blue Shield of Nebraska and the Nebraska Department of Health and Human Services. Blue Cross Blue Shield of Nebraska and the Nebraska Department of Health and Human Services (NDHHS) continue their financial sponsorship of the NHIS.

The NHA continued refinement of claims data submission process, which included 16 unique processes for NHIS data submission and implementation of ICD-10 on October 1, 2015. ICD-10 is the 10th revision of the International Statistical Classification of Diseases and Related Health Problems (ICD), a medical classification list by the World Health Organization (WHO). Partnering with claims clearinghouses to submit claims data on behalf of Nebraska hospitals is an effective method for collection. The NHA added Ryca in addition to nine other clearinghouse options, and coordinated with both hospital information system vendors and clearinghouses to resolve issues.

Reports and information are of critical value to Nebraska hospitals. In addition, the NHIS generates non-dues revenue. The NHA distributed NHIS reports in the prior 12 months for non-dues revenue of \$241,331.

Of this revenue, \$163,881 was from non-member organizations. NHIS marketing materials for services included emails, newsletter information and brochures.

In January 2015, the NHA launched a web portal for the Nebraska Department of Health and Human Services monthly hospital statistical information (1310 report). Participation by hospitals through 2015 and 2016 continued to increase with 123 user accounts.

The NHA compiles Hospital Engagement Network (HEN) reporting measures for 57 HRET participating Nebraska hospitals. Additional reports on quality and patient outcomes for the Clinical Outcomes Measurement System (COMS) were generated from the Truven Care Discovery data load process. NHIS data is also loaded to the NHA Care Compare (NHACareCompare.org) public web portal.

As a benefit to participating hospitals, the NHA continued to provide monthly data to the NDHHS on behalf of Nebraska hospitals for both monthly and annual reporting mandates. Data reporting mandates include the following:

- External Cause of Injury (Neb. Rev. Stat. 71-2078 to 71-2082)
- Head, Brain & Spinal Injury (Neb. Rev. Stat. 81-653 to 81-661)
- Ambulatory Surgical Center (Neb. Rev. Stat. 81-6,111 to 81-6,119)
- Communicable Diseases (Neb. Rev. Stat. 71-532)
- Parkinson Disease Registry (Neb. Rev. Stat. 81-697 to 81-6,110)

The NHA uses the **DATABANK Program** for advocacy and reporting. NHA staff participated in the DATABANK steering committee with the Colorado Hospital Association to evaluate DATABANK developments.

SHAPING THE FUTURE OF INFORMATION TECHNOLOGY.

Health Information Technology



The NHA participates in **Nebraska Health Information Initiative (NeHII)** to further development of the Nebraska Health Information Exchange and Electronic Health Records.

The Prescription Drug Monitoring Program (PDMP) has been a significant focus of NeHII this year with the passage of LB417. The Nebraska DHHS also received several grants to enhance the existing PDMP and is working with NeHII on implementing a new system by January 2017.

In addition to a new PDMP system, NeHII is converting to a new platform for the health information exchange functionality. NeHII progress is helped by reaching a sustainable financial position in July of 2015 and they continue to add hospitals, physicians and other providers as users. With in-progress hospitals, two-thirds of Nebraska hospital beds will be connected with NeHII.

NHA staff also served on Nebraska Information Technology Commission (NITC) eHealth Council.

The NHA continues to serve in leadership role with the **Nebraska Chapter of the Health Information and Management Systems Society (HIMSS)**. Activities include advocacy, Health IT Week Proclamation and bookkeeping activities. An NHA staff member was recognized as volunteer of the year by the Nebraska HIMSS Chapter.

“The NHA is a valued partner that I rely on for timely and factual information, from advocacy to regulatory compliance, at the state or federal level.”

Marty Fattig, CEO
Nemaha County Hospital
Auburn, NE

INFLUENCING FEDERAL POLICY.



NHA staff actively communicates with Nebraska’s congressional delegation, the Centers for Medicare & Medicaid Services (CMS), the American Hospital Association (AHA) and other stakeholders on a frequent basis regarding health care provisions being proposed and implemented. Through advocacy efforts, the NHA and its members are able to influence federal policy and its impact on Nebraska hospitals.

The NHA advocates on behalf of our member hospitals in many ways at the federal level, some of which include the following:

- Conducted an annual meeting with Nebraska’s congressional delegation and member hospitals in Washington, DC.
- In May 2016, NHA staff and ten member hospitals attended the AHA Annual Meeting. While in DC, a group meeting was held with the Nebraska delegation and their staff. This is a critical meeting that allows NHA members to strengthen relationships with the delegation and share hospital-specific impacts of federal legislation and regulations.

Key messages discussed include the following:

- ♦ Quality improvement efforts in Nebraska
- ♦ Impact of Medicare Cuts to Nebraska Hospitals
- ♦ Wage Index Manipulation
- ♦ Site Neutral Payments
- ♦ Medical Education Funding
- ♦ 340B Drug Discount Program
- ♦ Drug Pricing
- ♦ Critical Access Hospital (CAH) Program
- ♦ Physician Supervision Requirements
- ♦ 96-Hour Rule For CAHs
- ♦ Rural Community Hospital Demonstration
- ♦ Telehealth
- ♦ Behavioral Health

- ♦ Recovery Audit Contractors (RACs)
- ♦ Two-Midnight Rule
- ♦ Electronic Health Records

- NHA advocacy alerts sent to the membership requesting action on specific legislation and regulations.
- Participated in national meetings within several specialty areas with state hospital association colleagues from around the country.
- Assisted members in setting up meetings with the congressional delegation in Washington, DC and within the state.
- Submitted comment letters to CMS on various proposed regulations.

NHA staff provided impact analyses to member hospitals on regulations proposed by CMS and legislation being considered by Congress. These analyses help hospitals better understand the financial impact of federal provisions.

Impact of Medicare Cuts to Nebraska Hospitals

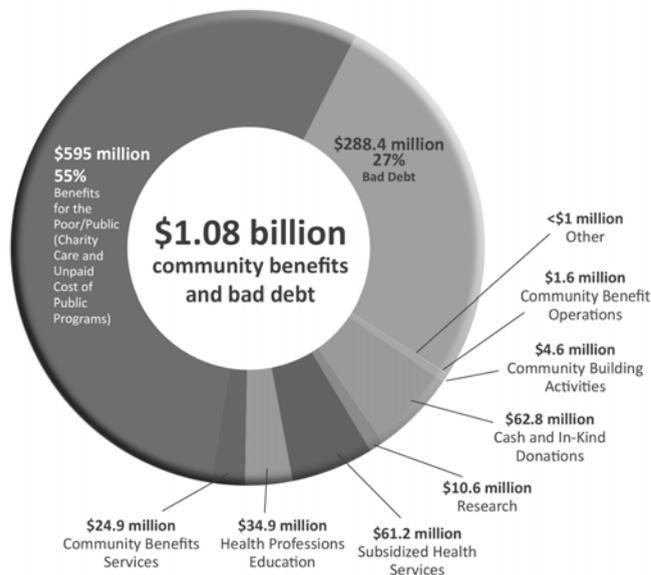
Cuts Enacted (2010-2025): Legislative	
ACA Marketbasket Cuts	(\$1,155,199,900)
Sequestration	(\$404,705,100)
Medicare DSH Cuts	(\$196,540,300)
Coding Cuts	(\$90,847,800)
Post Acute Marketbasket Cut	(\$7,319,700)
Bad Debt Reduction to 65%	(\$6,926,600)
Total Legislative Cuts	(\$1,861,539,400)
Cuts Enacted (2010-2025): Regulatory	
Coding Cuts	(\$682,031,500)
LTCH Site Neutral Adjustment	(\$75,341,000)
Two-Midnight Offset	(\$18,673,000)
Total Regulatory Cuts	(\$776,045,500)
Quality Based Payment Reform (2010-2025)	
Quality Based Payment Reforms	(\$55,676,900)
Total Cuts Enacted	(\$2,693,261,800)

FROM THE HOMEFRONT TO THE FOREFRONT.

Cuts Under Consideration (2016-2025)	
Rural Cuts (CAH & SCH)	(\$2,447,458,300)
Outpatient Department Payment Cuts	(\$201,068,000)
IME/DGME Cuts	(\$10,334,300)
Post Acute Cuts	(\$55,613,600)
Bad Debt Elimination	(\$17,790,200)
Total Cuts Under Consideration	(\$2,732,264,400)

Nebraska’s hospitals serve as the safety net in each of their communities and strive to improve the health and wellness of their patients.

In 2014, Nebraska hospitals contributed nearly \$1.1 billion (\$288 million of that in bad debt) to support programs that benefited their communities.



NHA staff worked closely with Nebraska Medicaid in multiple ways including:

- Served on the Medical Assistance Advisory Committee and the Administrative Simplification Committee.
- Worked collaboratively with the leadership of Nebraska Medicaid to address various membership concerns throughout the year.
- Engaged in several discussions with Nebraska Medicaid, Nebraska Total Care, WellCare and UnitedHealthcare in preparation for the implementation of Heritage Health on January 1, 2017.

Involvement in Allied Groups

- Served on the Board of the Nebraska Chapter of HFMA and is involved in various committees within the chapter.

Financial Stewardship

- A “clean” annual audit was completed during 2016 with no material weaknesses or significant deficiencies identified.
- The NHA budget for 2017 was presented to the NHA Board and the membership in October and approved.
- A Member Needs and Value Determination Task Force was created in 2016 to evaluate the value of services provided by the NHA, and the Dues Task Force will be reconvened in 2017 to consider changes to the current dues methodology.

IMPROVING PATIENT CARE & FACILITY PRODUCTIVITY.



Bio-Electronics

Bio-Electronics is a wholly-owned subsidiary company of the Nebraska Hospital Association (NHA), providing medical equipment service to hospitals and healthcare facilities in Nebraska, Wyoming, Kansas, Colorado, South Dakota and Iowa. Highly-qualified technicians service more than 250 hospitals and clinics each year.

We continue to provide services to numerous health care organizations, and have added or enhanced the services to many hospitals and medical clinics.



Bio-Electronics assists Nebraska Hospital Association member hospitals to achieve compliance with three deeming entities: The Joint Commission, DNVGL and the State of Nebraska Certification for Medicare and Medicaid. Bio-Electronics has taken an active role in communication with the deeming agencies to clarify the rules and regulations to determine compliance for the member hospitals.

Bio-Electronics has provided enhanced services related to the workflow and equipment database to ensure equipment and test equipment is trackable and accountable to ensure quality for the patient at each facility. Bio-Electronic has made it possible for customers to utilize the Bio-Electronics systems to reflect the hospital's and clinic's own bio-medical system to mirror the proven systems developed by Bio-Electronics. This provides responsibility and accountability for the facility and the patient.

Two in-house programs were added to the Bio-Electronics accounts in the past year with the in-house programs numbering three for the organization. Bio-Electronics continues to serve approximately 200+ contracted health care customers. Bio-Electronics has served as a back-up service for customers who experience shortages in workforces related to the bio-medical services. Agreements for one to six months have been utilized to ensure the facility is up to date with compliance in the established preventive maintenance programs.



Bio-Electronics completed the second year of efforts in working with Mediserve, to reduce the manufacturers maintenance contract cost to the hospitals in the Bio-Electronics system. The average amount of savings realized by the 12 hospitals is a savings of 15 percent over what the hospital was spending for a manufacturers maintenance contract, utilizing the existing manufacturer's service personnel.

Bio-Electronics is actively developing relationships with imaging vendors to provide equipment that will meet the proposed revisions for digital readers (DRs) with selected customers. This change could provide relief to customers in reducing the loss of revenue with existing systems.

To date, Bio-Electronics has provided DR equipment to approximately six high-volume surgery centers and clinics.

Bio-Electronics stands ready to provide services to new and existing customers to assure compliance and meet the quality needs of the organization.

VALUED MEMBER HOSPITALS & HEALTH SYSTEMS.

Annie Jeffrey Memorial County Health Center, Osceola
Antelope Memorial Hospital, Neligh
Avera Creighton Hospital, Creighton
Avera St. Anthony's Hospital, O'Neill
Beatrice Community Hospital & Health Center, Beatrice
Boone County Health Center, Albion
Box Butte General Hospital, Alliance
Boys Town National Research Hospital, Omaha
Brodstone Memorial Hospital, Superior
Brown County Hospital, Ainsworth
Bryan Health, Lincoln
Bryan Medical Center, Lincoln
Butler County Health Care Center, David City
Callaway District Hospital, Callaway
Catholic Health Initiatives Nebraska, Lincoln
Chadron Community Hospital & Health Services, Chadron
Chase County Community Hospital, Imperial
Cherry County Hospital, Valentine
CHI Health, Omaha
CHI Health Creighton University Medical Center - Bergan Mercy, Omaha
CHI Health Creighton University Medical Center, Omaha
CHI Health Immanuel, Omaha
CHI Health Good Samaritan, Kearney
CHI Health Lakeside, Omaha
CHI Health Schuyler, Schuyler
CHI Health Midlands, Papillion
CHI Health Plainview, Plainview
CHI Health Nebraska Heart, Lincoln
CHI Health St. Elizabeth, Lincoln
CHI Health St. Francis, Grand Island
CHI Health St. Mary's, Nebraska City
Children's Hospital & Medical Center, Omaha
Columbus Community Hospital, Columbus
Community Hospital, McCook
Community Medical Center, Inc., Falls City
Community Memorial Hospital, Syracuse
Cozad Community Hospital, Cozad
Crete Area Medical Center, Crete
Dundy County Hospital, Benkelman
Faith Regional Health Services, Norfolk
Fillmore County Hospital, Geneva
Franklin County Memorial Hospital, Franklin
Fremont Health, Fremont
Friend Community Healthcare System, Friend
Genoa Medical Facilities, Genoa
Gordon Memorial Hospital, Gordon
Gothenburg Health, Gothenburg
Great Plains Health, North Platte
Harlan County Health System, Alma
Henderson Health Care, Henderson
Howard County Medical Center, St. Paul
Jefferson Community Health Center, Fairbury
Jennie M. Melham Memorial Medical Center, Broken Bow
Johnson County Hospital, Tecumseh
Kearney County Health Services, Minden
Kearney Regional Medical Center, Kearney
Kimball Health Services, Kimball
Lexington Regional Health Center, Lexington
Litzenberg Memorial County Hospital, Central City

VALUED MEMBER HOSPITALS & HEALTH SYSTEMS.

Madonna Rehabilitation Hospitals, Lincoln
Madonna Rehabilitation Hospitals, Omaha
Mary Lanning Healthcare, Hastings
Memorial Community Health, Aurora
Memorial Community Hospital & Health System, Blair
Memorial Health Care Systems, Seward
Methodist Women's Hospital, Omaha
Morrill County Community Hospital, Bridgeport
Nebraska Medicine - Bellevue, Bellevue
Nebraska Medicine, Omaha
Nebraska Methodist Health System, Omaha
Nebraska Methodist Hospital, Omaha
Nebraska Orthopaedic Hospital, Omaha
Nebraska Spine Hospital, Omaha
Nemaha County Hospital, Auburn
Niobrara Valley Hospital, Lynch
Oakland Mercy Hospital, Oakland
Ogallala Community Hospital, Ogallala
Osmond General Hospital, Osmond
Pawnee County Memorial Hospital & RHC, Pawnee City

Pender Community Hospital, Pender
Perkins County Health Services, Grant
Phelps Memorial Health Center, Holdrege
Providence Medical Center, Wayne
Regional West Garden County, Oshkosh
Regional West Health Services, Scottsbluff
Richard H. Young Hospital, Kearney
Rock County Hospital, Bassett
St. Francis Memorial Hospital, West Point
Saunders Medical Center, Wahoo
Select Specialty Hospital, Lincoln
Select Specialty Hospital, Omaha
Sidney Regional Medical Center, Sidney
Thayer County Health Services, Hebron
Tri Valley Health System, Cambridge
Valley County Health System, Ord
Webster County Community Hospital, Red Cloud
West Holt Medical Services, Atkinson
York General Health Care Services, York

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To learn more about our distinguished list of Affiliate Members or to learn about the NHA Affiliate Membership Program, visit nebraskahospitals.org/about_us/membership.html



STRATEGIC ALLIANCES.

The Nebraska Hospital Association Affiliate Membership Program is part of an ongoing effort to build and strengthen alliances with Nebraska's health care providers and the organizations that support our mission.

Through this collaborative venture, the NHA gains non-dues revenue to use for day-to-day operations that aims to keep hospital member dues from increasing dramatically.

The NHA also gains non-dues revenue from advertising and sponsorships for our major events. We would not be able to provide our members with the high quality educational programming and events without the generous and continued support of the sponsors of Advocacy Day, Mid-Year Meeting and the Annual Convention.

The Nebraska Hospital Association is proud of its distinguished list of Affiliate Members. Together, we focus on helping our member hospitals and health systems provide high quality, accessible and affordable health care for the citizens of Nebraska. Hospitals cannot operate without the services and products that these businesses provide.

Platinum Affiliate Member

LMC Insurance & Risk Management

Silver Affiliate Members

Aetna Better Health of Nebraska

COPIC

HDR

MMIC

Union Bank & Trust Co. /Union Agency

Bronze Affiliate Members

American National Bank

Ameritex Services

Arbor Health Plan

Baird Holm LLP

BD Construction, Inc.

Beckenhauer Construction, Inc.

Blue Cross Blue Shield of Nebraska

Cline Williams Wright Johnson & Oldfather, LLP
Coverys

Credit Management Services, Inc.

Dicon

Eide Bailly LLP

First National Capital Markets

The Harry A. Koch Co.

Hausmann Construction Inc

JE Dunn Construction

Kiewit Building Group, Inc.

Marcotte

McCarthy Building Companies, Inc.

Midwest Medical Transport Co. & Midwest MedAir

Nebraska Community Blood Bank

The Olson Group

Prairie Health Ventures

RehabVisions

Ryder, Rosacker, McCue & Huston

Sampson Construction Co., Inc.

Valley Hope Association

Wipfli LLP

Partner Affiliate Members

AccurateNow

Acute Care, Inc.

Alltran

ASI, Signage Innovations

Associated Imaging Services

AstraZeneca

Aureus Medical Group

The Austin Company

Bellevue University

B.E. Smith, Inc.

STRENGTHENING HEALTH CARE.

BKD CPAs & Advisors
BWBR
Calvin L. Hinz Architects, P.C.
Cannon Moss Brygger & Associates
CenterPoint Energy Services
Clarkson College
COMMONd
Constellation Energy
Courtyard by Marriott Lincoln Downtown/Haymarket
D.A. Davidson & Co.
Darland Construction Co.
Davis Design
Docs Who Care
Dohman, Akerlund & Eddy, LLC
Electronic Contracting Company
Electronic Sound, Inc.
ENHANCE Health Network
Evident
EZ Way, Inc.
FocusOne Solutions
General Collection
The Graham Group
Great Plains Communications
Great Plains Health Alliance, Inc.
Hofer Wysocki Architecture
Holland Basham Architects
Holmes Murphy & Associates
ICE Technologies, Inc.
IdeaBank Marketing
Intellicom
ITPAC Consulting, LLC
Jablonski Physics Services
KTECH Project Services
Kurt Johnson Photography
LifeCare Associates, Inc.
LightEdge Solutions

Lincoln Regional Center
Lutz
Mazzuca & Associates
Medefis, Inc.
Medi-Waste Disposal
MedPro Group
Merritt Hawkins & Associates
Mill Creek
National Research Corporation
Nebraska Dept. of Education - Nebraska Career Education
Nebraska Health Information Initiative, Inc.
Nebraska Organ Recovery System
OffSite Image Management, Inc.
Patient Education Institute
Paycor
ProAssurance
Professional Associates
Rasmussen Mechanical Services
RDG Planning & Design
Regional Care, Inc.
Risk Administration Services
The Schemmer Associates
Seim Johnson LLP
Shannon Specialty Floors
Signature Performance, Inc.
SilverStone Group
Spin Linen Management
Staff Care, Inc.
Tabitha Elder Care
Team Concepts
Trane
TSP, Inc.
UnitedHealthcare
VA NE-Western IA Healthcare System
VTI Security
WoodRiver Energy LLC

ALLIANCES IN ACTION.

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As Nebraska's leading medical liability carrier, we are very proud to be a partner of NHA. Our long-standing relationship has garnered many opportunities to connect with our clients and meet new prospective clients. The staff at NHA is fabulous and we value their work, relationship, and passion for serving Nebraska's hospitals.

Keely Kinnick Sanden, ARM, CIC, Account Executive
MMIC

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SilverStone Group has been a member of the NHA for many years and has always found value in the relationships that we create. We continue to be very engaged with NHA members and enjoy the opportunity to participate in the NHA events. The visibility that we get from the NHA also helps us in building business relationships that bring value to NHA members.

Cara Kirsch, Vice President, Employee Benefits
SilverStone Group

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Medefis understands the importance of associating ourselves with the Nebraska Hospital Association and we offer all NHA members our best-in-class workforce solutions platform. Critical Access Hospitals, normally in rural locations, struggle in obtaining quality healthcare professionals in comparison to other larger healthcare systems. The NHA is a proven active association who keeps their members in mind and collaborates with the right organizations to provide their associates with the best of the best. It is a win-win situation when we create and work with true partnership.

Núria Archer, CPC, Workforce Solutions Consultant
Medefis, Inc.

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COMMONd recently joined the NHA Affiliate Membership Program in August of 2016. We joined at the strong recommendation of Luke Poore, CEO of Kearney County Health Services. Our first event with NHA was the annual convention in October. This was the best-run convention/trade show we have ever attended in our nearly 20 years of business! Whenever we needed to speak with Heather, she always answered the phone—we never had to leave her a voicemail! The event was very well organized. Heather provided us with a booth with good visibility, and the convention gave time for the attendees to visit the booth and learn more about what we do and how we can help their facility. We introduced our services to most of the facilities and have had in-depth conversations with 5-6 facilities in the one month following the convention. To build upon this initial introduction to NHA members, we are now working with Jon Borton to learn more about the NHA Services program. We have had some initial conversations, and we are very pleased to find that the program is expected to be mutually beneficial to the NHA, its members and COMMONd.

Jeannine Horan, Partner
COMMONd

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Credit Management's affiliate membership with the Nebraska Hospital Association has been vital in building long-term relationships with member hospitals. The education and insight we have gained through our membership has assisted us in better meeting the needs of our hospital clients.

Ben Copple, Vice President of Sales and Marketing
Credit Management Services, Inc.

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NHA Nebraska Hospital Association

The influential voice of Nebraska's hospitals

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