



2019

REPORT OF ACCOMPLISHMENTS





The past and present reflect values, but the future is the canvas of vision. Organizations with vision, and a future focus, succeed in projecting their values forward.

As your partner, MHA is committed to shaping the policies that support strong hospitals — today, and into the future. Our 2019 accomplishments reflect this commitment. More importantly, these achievements are the brushstrokes of the MHA vision that can help hospitals continue to increase value — in care and in their communities.

Just as we're focused on what we've done, we're also focused on what's next.

In 2019, MHA built on our platform of advocacy, education, services and information. Our goal is to understand the environment and to deliver policies, tools and systems hospitals need to succeed.

By focusing on what's next, MHA is helping hospitals take today's challenges and turn them into tomorrow's opportunities.



Herb B. Kuhn
President & CEO
Missouri Hospital Association

Shaping The Environment

MHA works with lawmakers and policymakers, health stakeholder organizations, and the public to create and maintain an environment where hospitals can succeed. What happens in Jefferson City and Washington, D.C., is influenced by the needs of the patients that seek care from hospitals every day. MHA's advocacy program delivers information into decision-makers' hands to guide policymaking.

New laws and the annual budgeting process provide a framework for legislative advocacy. However, regulatory advocacy at both the state and federal level occur throughout the year.

Missouri's 2020 budget was adopted to include funding increases to meet increased hospital payments in Medicaid. The budget also includes \$20 million to enhance the use of Admission Discharge Transfer technology by hospitals and health information exchanges. Ten million dollars is earmarked for hospital projects, using \$1 million in hospital provider tax to generate \$9 million in federal matching funds. ADT technology enables closer monitoring of patient care transitions and patterns. Proposed federal regulations would mandate its future use.

MHA ADVOCACY IN ACTION

Last fall, the MO HealthNet Division informed MHA that Missouri hospitals were facing a completely unexpected \$413 million payment reduction in state fiscal year 2019. The state's actuary had called for the payment cut, and based on that recommendation, the state was moving to implement the change.

MHA challenged both the rationale and amount of the payment reductions, arguing they were based on an incomplete assessment of options for calculating hospitals' upper payment limit caps. This was supported by an outside legal analysis commissioned by MHA. As requested by MHA, the MO HealthNet Division, using a different consultant, conducted a new assessment of the perceived liability. The reassessment reduced the aggregate \$413 million payment to approximately \$15.7 million outside of hospital payments.



MHA works within the Medicare and Medicaid programs to ensure Missouri hospitals receive appropriate reimbursements. This year, correcting a problem in the MO HealthNet Division's formulas for calculating projected payments for the state fiscal year, MHA identified approximately \$42 million in Medicaid add-on payments to affected hospitals. The corresponding reduction to the hospitals' Medicaid Disproportionate Share Hospital payments increased DSH payment availability throughout the system, benefiting nearly all Missouri hospitals. In addition, MHA continues to identify opportunities to fairly reflect labor costs in the Medicare wage-index system, bringing additional payments to Missouri hospitals through better data.

During the state's legislative session, numerous bills were filed related to hospitals and health care. Among the changes supported by MHA, a law streamlining the collection and reporting of hospital infection control data was adopted, with Missouri now deferring to federal programs. Another law improves how health insurers will handle "prior authorization" by outlining the process of issuing advance verification for coverage of particular treatments.

Another new law creates conflict of interest standards for hospital inspectors. It bars state hospital regulators from inspecting a hospital within two years of having been employed by the hospital, its hospital system or a competing hospital within 50 miles of the hospital being inspected.

MHA also worked in the 2019 legislative session to block legislation opposed by the MHA Board of Trustees. One such proposal would have allowed Missourians who have a conceal and carry firearm permit to carry a concealed weapon in publicly accessible areas of a hospital.



Telling The Hospital Story

All Missourians benefit from the state's hospitals — the access to lifesaving care, economic impact and communitywide leadership. This year, MHA launched the **It All Adds Up To A Better Missouri** campaign to help share with our communities how vital hospitals are to individual, community and economic health. The campaign has reached millions of Missourians through social media, presentations to civic organizations and other vehicles. Through the effort, MHA is reinforcing the significant benefit hospitals provide and encouraging hospitals to tell their stories locally.

Many rural hospitals continue to face difficult times, and several rural hospitals closed in 2019. Launched in late 2018, the **Reimagine Rural Health™** campaign was designed to identify policy changes and investments that could strengthen and sustain rural Missourians' access to health care. The 2019 state budget and legislative session brought early successes, and throughout the year, additional partners — including the Missouri Farm Bureau, Association of Missouri Electrical Cooperatives and others — participated in the initiative.

The **Missouri Health Matters** activist community — MHA's public-facing policy and advocacy effort — continues to grow. Through social media, email and other engagement strategies, more than 100,000 activists have a platform to weigh in on hospital and health care issues, and to contact lawmakers at the state and federal level.



Harnessing Data, Expanding Insights

Better data drives better decisions. MHA members' investment in the Hospital Industry Data Institute continues to drive both transformation and innovation. HIDI expanded services to current partners and has added an additional state this year, bringing HIDI's reach to 15 states. Investments in new solutions and new partnerships will continue to bring value to all HIDI participants.

In 2019, HIDI increased its offering of solutions, including novel analytic insights, to inform hospital strategic planning, quality improvement and care management efforts. These new platforms include **Market Optics**, a **Risk-Adjusted Mortality Dashboard** and **Readmission Penalty Risk Alerts**. Each system is designed to inform decision-making, with quality and financial considerations focused on overall value.

The HIDI Research and Analytics team continues to grow its thought leadership. Research on the influence of social determinants of health in the Hospital Readmission Reduction and CMS Star Ratings Programs was published in the *American Journal of Medical Quality*, *JAMA Internal Medicine* and *Health Services Research*. MHA Policy Briefs powered by HIDI data and analytics resulted in extensive media coverage on a range of topics in support of MHA advocacy on behalf of hospitals. Moreover, HIDI's thought leadership resulted in the replication of several innovative products under contract for other state hospital associations.



Safer Care And Safer Hospitals

Hospitals that deliver high-value, high-quality care, succeed. Hospitals participating in MHA's Hospital Improvement Innovation Network and Medicare Rural Hospital Flexibility (FLEX) programs are expanding their access to evidence-based care systems that help improve quality in targeted areas and universally. To increase the room for innovation in quality improvement leadership, MHA sought and was granted Prime contractor status of the Network of Quality Improvement and Innovation Contractor program from the Centers for Medicare & Medicaid Services, allowing direct application for federal quality improvement contracts.

Missouri fares poorly among the states in maternal health. In partnership with the Missouri Department of Health and Senior Services and March of Dimes Missouri, MHA is working to bring tools to hospitals to reduce maternal mortality. In 2019, Missouri was accepted into the Alliance for Innovation on Maternal Health, or AIM, a system that delivers maternal safety bundles developed from evidence-based best practices in maternal care. In late 2019, the AIM patient safety bundle on severe hypertension in pregnancy was launched as a first program through the initiative.

Hospitals increasingly are being asked to improve not just individual health, but population health. In 2019, MHA coordinated and facilitated



To help clarify the expectation of acceptable behavior within hospitals, MHA created **Healing Happens Here** resources for hospitals to use in their emergency departments and clinics.

the development of the Missouri Diabetes Shared Learning Network for activities focusing on the bootheel region of Missouri. The program uses videoconferencing to connect hub team members with primary care providers in the region to ensure diabetes patients receive the right care, in the right place and at the right time.

Violence in the workplace remains a top organizational challenge for hospitals. In 2019, MHA worked with lawmakers and policymakers — at the state and federal level — to address the challenges hospitals face as both care providers and employers. To provide additional tools at the front line of care, MHA refined and expanded resources available to hospitals through the S.A.F.E.R. Initiative. In June 2019, 53 hospitals were represented at one of three complimentary workshops to develop or enhance their workplace violence mitigation programs. To help clarify the expectation of acceptable behavior within hospitals, MHA created **Healing Happens Here** resources for hospitals to use in their emergency departments and clinics.

Opioid and substance use disorder challenges persist in Missouri. MHA is helping lead new approaches to substance use care, including expansion of emergency department-based medication-assisted care models. Working with community-based behavioral health partners and using peer-coaches, hospital EDs in a growing number of communities are offering new models of care for SUD patients.

CHOOSE YOUR CAREER



SURGICAL TECHNICIAN



PHYSICAL
THERAPIST



RADIOLOGY
TECHNICIAN



SURGICAL
TECHNICIAN



RESPIRATORY
THERAPIST



LABORATORY
TECHNICIAN



REGISTERED
NURSE

Building The Workforce

The strength of the workforce — today's workers and future workers — is a constant concern of hospital leaders. MHA continues to innovate to increase the capacity of today's workers to deliver care, while working with stakeholders to expose the next generation to the opportunities in health professions. The Missouri Health Careers website, engagement at career fairs and student-focused expo events, and work with workforce development agencies throughout the state are increasing knowledge of the opportunities in health careers. Engagement with state stakeholders — government, universities and workforce agencies, among others — is helping enhance the worker pipeline for tomorrow's hospital and health care workers. At the same time, MHA is committed to delivering tools to help today's workers gain the knowledge and credentials necessary to climb career ladders to increase their value as hospital employees.



An Eye To The Future

MHA is committed to a strong and sustainable association focused on members' needs. Sound governance, engaged members, dedicated staff and fiscal strength allow MHA to provide better services and products. This comes from a commitment to both financial stewardship of member resources and member value for your dues investment.

Strategic investments in the future of the organization — improved data and analytics, increased capacity for quality and safety improvement, and a strong local and statewide advocacy program for hospitals — are foundational to the success of all hospitals. MHA is committed to ensuring hospitals have both the tools they need to succeed, and the policy environment to focus on the efforts that improve not just health care, but health.

Our values are consistent — MHA's goal is to help hospitals serve their communities. To achieve this goal, we're making strategic investments so hospitals can succeed today and continue to lead in improving health tomorrow.

VISION

Hospitals and health care systems that fulfill their missions, improve the health of their communities, and are valued throughout Missouri and the nation.

MISSION

To create an environment that enables member hospitals and health care systems to improve the health of their patients and communities.

VALUES

EXCELLENCE

The Missouri Hospital Association is committed to exceptional individual and organizational performance.

RESPECT

The Missouri Hospital Association respects the knowledge, commitment and diversity of its employees.

DIVERSITY

The Missouri Hospital Association respects the unique qualities of its members, their employees and the communities they serve.

VALUE

The Missouri Hospital Association strives to understand its members' needs and to exceed their expectations.

ACCOUNTABILITY

The Missouri Hospital Association honors the trust of its members and provides wise stewardship of their resources.



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