

# 2014

## Highlights Report



IOWA HOSPITAL  
ASSOCIATION

LEADING  LIVING

IOWA HOSPITALS: LEADING TRANSFORMATION, LIVING OUR VALUES

# Overview

As the 2014 IHA program year comes to a close, one need look no further than this year's record-breaking Annual Meeting attendance for proof that your professional association is as robust in its financial, political and membership resources as it has ever been during its 85-year history. IHA's strong financial status is monitored and affirmed at the board-level, maintaining the critical organizational resources needed by members while providing the tremendous value expected by members. Much of IHA's agility and responsiveness to member issues are the result of a continued focus on growing non-dues revenues that add further value to IHA's mission.

Throughout 2014, IHA continued innovative strategies by remotely convening members and their key business constituents for a conversation about the business community's thoughts on health care. As national and local surveys suggested, these forums proved up

the premise that business leaders want their health care information to come from hospitals and health systems. These forums also affirmed the notion that business leaders seek opportunities for collaboration with the health care community. Some of the comments from surveys completed by business participants reflected continued support of their local health care systems while recognizing that these forums provided more insight on health care reform than any other resource made available in the past four years. The general consensus of business community participants reflected their desire for additional opportunities for dialogue and collaboration.

In addition to these highly successful forums, IHA expanded its leadership training for health care professionals by launching the Iowa Hospital Executive Academy with 33 new enrollees. Coupled with IHA's existing leadership and alignment

opportunities for physicians and the long-running success of the IHA Health Care Leadership Series, this new academy is yet another well-timed response to the increasing demand for professional development for Iowa's health care system.

In the information and data arena, IHA continues to be a national leader in fulfilling member needs by providing products and services that uniquely respond to the quickly changing health care landscape. Much of this is a product of IHA information staff building relationships with other state hospital associations through the IHA hosted Mid-America Information Summit that witnessed participation from two-thirds of all state associations.

A prime example of the effect of this relationship building includes this year's launch of the IHA ChimeMaps product that more than half of IHA hospitals have already purchased. This product provides great value to

IHA members by addressing the population health management paradigm while doing so at a fraction of the originator's price. Another example of relationship building that benefits IHA members by growing IHA's non-dues revenue was the establishment of new data partnerships with the Oregon and Mississippi hospital associations in 2014.

Now in its 85th year, IHA's advocacy stands as the pillar to IHA's entire value proposition. IHA advocacy staff completed more than 30 interviews of candidates in open-seat state legislative races as well as conversations with legislative leadership of both parties over the course of this year's campaign season. IHA developed a multi-faceted media campaign that supported access to an expanded Medicaid insurance program that exceeded sign-up expectations by nearly 20,000 Iowans. IHA also documented the economic benefit to its members regarding expanded access to insurance for impoverished Iowans.

On the federal level, IHA advocacy garnered the support of Iowa's delegation on a myriad of issues from those who seek to address ongoing delivery system challenges to sustaining access to payment methods as hospitals and health systems seek to transition to new accountabilities. In a time of legislative gridlock and mixed signals from both sides on health care reform, IHA cleared a path through the chaos and succeeded in maintaining hospital resources.

As IHA and members embark on this 86th year together, the list of regulatory and legislative challenges at the state and federal levels remain. IHA will continue to build relationships, both inside and out of the association world that provide the tools and resources Iowa hospitals need to advance their missions. The great news is that Iowa hospitals, like their association, are poised and ready to respond to the evolving health care world that awaits.



**Ted Townsend**  
IHA Board Chair



**Kirk Norris**  
IHA President/CEO



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## Mission

The Iowa Hospital Association is the organization that represents Iowa hospitals and supports them in achieving their missions and goals.

## Values

The Iowa Hospital Association is committed to:

**INTEGRITY**  
**LEADERSHIP**  
**INNOVATION**  
**ENGAGEMENT**

## Vision

The Iowa Hospital Association will be Iowa's most trusted, respected, and influential leader in health policy and advocacy, and a valued resource for information and education.

# IHA Board of Officers and Trustees

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*Administrator*  
Mahaska Health Partnership  
Oskaloosa

**Mark D. Richardson**  
*President/CEO*  
Great River Medical Center  
West Burlington



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## 2014 Highlights Advocacy

The ongoing demands placed upon health care providers by legislative and regulatory authorities make it essential that IHA maintain its role as the most effective and influential health care advocacy organization in Iowa. To help address the myriad of issues that impact hospitals and health care, IHA continually builds its grassroots advocacy base and strives to engage all hospital advocates in active support of IHA legislative priorities.

- Successfully advocated for a one-year delay in the Medicaid inpatient rebasing process, allowing for Prospective Payment System hospital payments to remain unchanged for an additional year, with no hospitals receiving lower Medicaid reimbursement.
- Provided hospitals with information and resources needed as the Iowa Health and Wellness (Medicaid expansion) plan was implemented.
- Ensured the adoption of language that extended the \$47.28 county mental health levy to FY 2016, creating financial consistency among all counties as they continue to manage the redesigned mental health services system.
- Provided various resources to assist hospitals in preparing for and responding to Ebola, including coordinating an audio conference with the Iowa Department of Public Health and publishing and updating a new Web page.
- Educated the Iowa congressional delegation on Medicare cuts faced by hospitals and the danger to ensuring access to care for all of Iowa; ultimately, no additional Medicare cuts were imposed on hospitals.
- Successfully advocated for the extension of “tweener” and Medicare Dependent Hospital payments to through 2015, which they were.

- Continued to work with federal representatives to ensure Critical Access Hospital (CAH) requirements were unchanged and payments protected.
- Communicated with Congress on the need for reform of the “two-midnight” policy, the 96-hour rule and the end of the moratorium on direct supervision of outpatient therapeutic services in CAHs and small, rural Prospective Payment System hospitals.
- Advocated the Iowa hospital position in comments to the Centers for Medicare & Medicaid Services on its failure to adopt the Hospital Outpatient Payment Panel’s initial recommendation to change the level of supervision to “general” for chemotherapy services.
- Provided Iowa newspapers with multiple IHA-authored guest columns that detailed the hospital perspective on topics ranging from the economic impact of health care to how Iowa hospitals prepared for Ebola.
- Issued to the public and media an Iowa hospital community benefit report showing hospitals provided community benefits in 2013 valued at nearly \$1.3 billion, including more than \$335 million in charity care.
- Published economic impact data, and promoted it to the press and public, showing Iowa’s community hospitals generate nearly 120,000 jobs that add more than \$6 billion to the state’s economy.
- Continued to expand IHA’s social media presence, with more than 6,000 Twitter followers and nearly 700 on Facebook as well as a growing number of readers for the IHA blog.
- Celebrated 10 new Iowa Hospital Heroes, six of which originated from hospitals that had yet to be represented by a Hero.
- Distributed 6,000 route maps to RAGBRAI participants, with each map highlighting facts regarding the wide-ranging economic impact and community benefit of Iowa hospitals.
- Hosted Hospital Celebrations in all seven IHA districts, recognizing hospital CEOs who serve in IHA leadership positions and promoting the positive impact hospitals and their employees have on Iowa communities and the people who live in them.
- Created resources that hospitals could use to educate the public on the most appropriate places to seek care, including a customizable brochure and a video, both of which could be customized with hospital branding.
- Successfully promoted implementation and use of Plain Language Emergency Codes in Iowa hospitals.
- Successfully renewed the management contract with the Hospice and Palliative Care Association of Iowa to provide advocacy and education services through 2018.



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# 2014 Highlights Education



Hospital leaders consistently rate IHA education programming to be of high value and crucial to the growth of individual employees and the success of their organizations overall. With input from members, IHA works year-round to plan and provide education beyond traditional definitions by creating broad-based learning opportunities where members meet to share experiences that develop both professional competencies and personal relationships.

- Organized live video forums in partnership with the Iowa Association of Business and Industry and the Iowa Business Council to stimulate dialogue with the business community.
- Launched the IHA Hospital Executive Academy, a selective program designed to assist hospitals in identifying and equipping the next generation of senior leaders.
- Developed programming content focusing on IHA's 2014 theme, "Iowa Hospitals: Leading Transformation, Living Our Values," at the IHA Annual Meeting and the IHA Summer Leadership Forum.
- Successfully transitioned the IHA Annual Meeting to Veterans Memorial Convention Center and exceeded past attendance and session participation.
- Enhanced the IHA Annual Meeting experience with new resources, including an attendee help desk, walking maps and signage, shuttle transportation, expanded bookstore offerings and hours and a redesigned onsite agenda.
- Designed a new layout for the IHA Annual Meeting Trade Show that attracted a record number of exhibitors while improving access to information about the latest industry products and services.



- Partnered with leading health care consultants and the Centers for Medicare & Medicaid Services to provide webinars on enrollment in the public and private health insurance marketplaces.
- Enriched hospital governance resources including updates to the Trustee Education Certification information brochures and related forms, completely overhauling the IHA Board Self-Assessment tool as well as the ease of trustee completion and revising the IHA Governance Forum agenda and format to increase available education content as well as trustee networking opportunities.
- Introduced a new online Provider Satisfaction Survey available to members at no cost to gain feedback from providers about working and providing care at their hospitals.
- Provided education opportunities to assist hospitals in population health management, including a workshop on planning and coordinating individualized care across the continuum for registered nurses, nurse practitioners and social workers responsible for managing populations at risk; an emergency department (ED) case management workshop focusing on the care of ED high-utilizers and a conference on palliative care and using it as a strategy to enhance care coordination, patient-centeredness and cost-containment.
- Established technology infrastructure and piloted off-site recording of education programming to increase opportunities for future on-demand education.
- Expanded programming for quality professionals including a conference for the Iowa Association for Healthcare Quality, IHA's newest Personal Membership Group and a prep course for individuals seeking quality certification.
- Introduced new training workshops for charge nurses benefiting both new and experienced nurses.
- Provided comprehensive workshops and webinars preparing coders for the transition to ICD-10.
- In partnership with IHA member hospitals, Iowa Waste Reduction Center and the University of Northern Iowa, provided a review of the Environmental Protection Agency's food recovery hierarchy, current state policies and potential solutions to the growing problem of food waste in health care institutions.
- Enhanced the IHA sponsorship microsite to maximize IHA's sponsorships and trade show offerings to help underwrite educational program expenses and enhance the value of programming for IHA members.
- Successfully renewed the management contract with the Hospice and Palliative Care Association of Iowa to provide education and advocacy services through 2018.



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# Information



In the modern health care environment where current quality data and information are critical, IHA cultivates its role as the premier source of reliable hospital and health care information and data. IHA continuously develops resources that allow hospitals and health systems to accurately and efficiently plan for the future while responding to the day-to-day demands of providing highly reliable health care.

- Implemented IHA ChimeMaps, a population health-focused Web-based program with 60 Iowa hospitals participating in 2014.
- Implemented an Iowa unique patient ID in the IHA discharge data program enabling readmissions analysis and other uses.
- Refined the IHA Iowa Hospital Dashboard focused on the “Triple Aim” that is distributed quarterly to hospital leaders.
- Expanded the ambulatory surgery center data release to include data from Medicaid and Medicare with a 5 percent claims sample
- Prepared inpatient/outpatient discharge data program for ICD-10 transition.
- Implemented a multi-faceted approach to creating and reinforcing IHA member awareness of information services.
- Implemented Dimensions 2.0 enhancements, including a new core program that greatly enhances overall performance.
- Implemented several new enhancements to the IHA Hospital Productivity Management Program and expanded hospital participation.

- Placed significant focus on providing data support to the Iowa Healthcare Collaborative and Iowa Hospital Engagement Network, including data collection streamlining that significantly increased data participation from hospitals.
- Expanded multi-hospital system side-by-side comparative reporting to include financial and quality data benchmarking.
- Introduced new infographics, including hospital-specific customized posters, with Iowa hospital economic impact and community benefit data.
- Completed a comprehensive evaluation of IHA's internal membership and conference registration software with conversion underway to a new program.
- Partnered with the Kentucky Hospital Association on Dimensions and conversion of partnerships with associations in Indiana and South Dakota to new Dimensions.
- Secured new data partnerships with the Oregon Association of Hospitals and Health Systems and Mississippi Hospital Association on inpatient/outpatient data programs and Dimensions.



## 2014 Highlights

# Membership Support



As a financially viable organization, IHA preserves a balance between financial support required from member institutions and other revenue sources through prudent budget strategies, well-crafted management contracts, sound ownership of the East Grand Office Park and ongoing exploration and implementation of non-dues revenue streams. At the same time, continued utilization of ServiShare products and services by IHA members provides financial support to all Association programs.

- Hired a new property manager for East Grand Office Park, resulting in significant savings along with implementation of a long-range capital project plan.
- Sustained integral ServiShare programming, including workers' compensation, health insurance, group purchasing, 340B and LifeSolutionz.
- Provided 34 scholarships through the Iowa Hospital Education and Research Foundation Health Care Careers Scholarship Program, totaling just more than \$100,000; the scholarship fund now has more than \$1.3 million in principal.
- Installed a video conferencing system that meets all Association objectives for maximizing communication and education opportunities for IHA members.
- Signed a new partnership agreement between ServiShare and Provista (a subsidiary of Novation) for group purchasing.
- Created a professional liability risk management committee to identify opportunities in those areas.
- Transitioned the ServiShare workers' compensation program to United Heartland.
- Presented 15 awards to hospitals for outstanding achievement in safety performance, improvement and prevention.

# 2015 Notable IHA Events

## IHA Legislative Day

**February 25**

Veterans Memorial Community Choice Credit Union Convention Center  
Des Moines

## IHA Critical Access and Rural Hospital Forum

**March 5**

Holiday Inn-Jordan Creek  
West Des Moines

## IHA Governance Forum

**April 10–11**

Hilton Garden Inn  
West Des Moines

## IHA PAC Tee-Off Golf Classic

**April 15**

Copper Creek Golf Club,  
Pleasant Hill

## IHA Summer Leadership Forum

**June 10–11**

Coralville Marriott and Convention Center  
Coralville

## IHERF Swinging for Scholars

**July 9**

Tournament Club of Iowa  
Polk City

## IHA Annual Meeting

**October 6–8**

Veterans Memorial Community Choice  
Credit Union Convention Center  
Des Moines



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## Follow IHA Online

**IHA website:** [www.ihaonline.org](http://www.ihaonline.org)


**IHA blog:** [blog.iowahospital.org](http://blog.iowahospital.org)

## Social Media

 [@iowahospital](https://twitter.com/iowahospital)

 [/iowahospital](https://www.facebook.com/iowahospital)

 [/iowahospital](https://www.youtube.com/iowahospital)

 Download the IHA App

# 2015 Strategic Priorities

## Advocacy

Effectively represent hospitals' public policy interests that maintain quality health care services for Iowa communities.



- Advocate for federal policies that preserve hospital Medicare payments, support the delivery of health care unique to rural communities and seek to reform the Recovery Audit Contractor program.
- Pass a state legislative agenda that focuses on rebasing hospital Medicaid payments and developing a statewide reimbursement policy for telehealth services.
- Implement innovative communications strategies to support hospital advocacy activities.
- Actualize grass roots advocacy campaigns that engage hospital advocates to contact legislators and that maximize contributions to the IHA PAC.

## Education

Develop timely education designed to meet the needs of hospital professionals in doing the best for their organization in providing high-quality, safe health care for their communities.



- Provide education to identify, develop and inspire emerging leaders in health care.
- Develop resources to support members in their outreach and collaboration with local employers and businesses.
- Develop education and resources to enhance the performance of hospital boards.
- Provide training to assist members in understanding and preparing for changes in regulations and their obligations as health care providers.

## Information

Develop resources for hospitals and consumers to better understand health care trends and hospital data.



## Membership Support

Create business partnerships that financially benefit member hospitals and preserve IHA resources.



- Convene member process on transparency including development of new IHA and IHC web data resources.
- Look to enhance IHA inpatient/outpatient program including collection of hospital payment data.
- Implement a Dimensions-type program for quality data in conjunction with the Iowa Healthcare Collaborative (IHC).
- Support the Iowa Hospital Engagement Network and IHC work on the Iowa Medicaid State Innovation Model grant.
- Build data partnerships with other hospital associations.
- Provide population health data resources for members.
- Focus on creating and reinforcing member awareness of information resources.
- Secure final financing for East Grand Office Park (EGOP) in spring of 2015 and work with property manager in optimum management of EGOP.
- Create member awareness and expand member participation in all ServiShare products and services.
- Increase visibility of ServiShare and business partner organizations.
- Expand member support of the Iowa Hospital Education and Research Foundation Health Care Careers Scholarship program.
- Enhance a video conferencing system that meets all Association objectives for maximizing communication and education opportunities for IHA members.



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