Board of TRUSTEES

Chair
Mina Ubbing
Fairfield Medical Center

Chair-Elect
Fred DeGrandis
Cleveland Clinic Health Network

Secretary/Treasurer
James Pancoast
Premier Health Partners

Immediate Past Chair
Stanley Korducki
Wood County Hospital

Trustees-At-Large
James Sudimack, M.D.
James M. Sudimack MD Inc.

Robert Montagnese
Licking Memorial Health Systems

Claus von Zychlin
Mount Carmel Health System

Thomas Whelan
Lodi Community Hospital

James May
Mercy Health Partners

Susan R. Croushore
The Christ Hospital

Olas A. Hubbs III
Memorial Hospital of Union County

Phillip L. Ennen
Community Hospitals & Wellness Centers-Bryan Hospital

Patrick Martin
Fisher-Titus Medical Center

Mel Fahs
Community Memorial Hospital

Cynthia Moore-Hardy
Lake Health

David Kinsaul
The Children’s Medical Center

Northeast District Representative
Michael Szubski
University Hospitals

Northwest District Representative
Dale Thornton
Mercy Hospital

Central District Representative
Michael Louge
OhioHealth

Southwest District Representative
Bryan Hehemann
McCullough-Hyde Memorial Hospital

Ex-Officio
James R. Castle
Ohio Hospital Association
Our values come from our commitment to:

Success of others
Service to members
Self-improvement

OHA is a membership-driven organization that provides proactive leadership to create an environment in which Ohio hospitals are successful in serving their communities.
The Ohio Hospital Association is the nation’s first state-level hospital association and currently represents 165 hospitals and 16 health systems throughout Ohio. OHA works with member hospitals to meet the health care needs of their communities and to create a vision for the future of Ohio’s health care environment. OHA carries out its mission by staying true to its core guiding values.

President’s MESSAGE

Each year at this time, OHA looks back at the services provided to members and sums up 12 months of effort, focus and activities in this annual report. In the end, it all comes down to one simple question: Did your hospital receive value for its OHA membership?

For the past 23 years as OHA President and CEO, it has been one of my responsibilities to demonstrate OHA’s value to hospitals and health systems across Ohio. With my retirement at the end of this year, that responsibility will fall to my successor, who I know will treat it as seriously as I have.

The value outlined here is spread across the strategic objectives identified by the OHA Board of Trustees. Quality and patient safety, leadership, sustainability and technology are the focus areas that sum up everything staff does on behalf of member hospitals and health systems.

Highlights for 2011 include expansion of quality and patient safety collaboratives, creation of a new data warehouse to enable greater productivity from hospitals’ financial and clinical data, updated OHA governance and passage of a state budget with sustained Medicaid funding. Many other accomplishments are noted as well. The intent of this report is to clearly demonstrate the return on our members’ investment in OHA.

What is not quantified here, but is no less real, is the value all OHA associates derive from the privilege of serving Ohio’s hospitals and health systems and the more than 350,000 Ohioans who provide care and make sure quality medical services are available for their families, friends and neighbors.

Together, hospitals and OHA make a good team. Thank you for the privilege of being part of a winning team since 1989.

James R. Castle
Quality & PATIENT SAFETY

STATEMENT OF INTENT
Quality and patient safety are integrated into the culture of every Ohio hospital.

OHA received $5.3 million in federal funding under Partnership for Patients to support collaborative learning networks under an OHA/Ohio Patient Safety Institute partnership in 2012, incorporating clinical focus areas including:

- Multidrug-Resistant Organism Collaborative
- Falls Prevention & Immobility Learning Network
- Obstetric Adverse Events Learning Network

- Completed more than 20,000 observations using the OHA iPad-based hand hygiene tool developed to aid in the observation, collection and immediate feedback of hospital-specific hand hygiene data

- Completed Ohio on the CUSP: Stop BSI, a two-year project involving 53 hospitals that reduced the overall rate of central-line associated bloodstream infections by nearly 48%, leading to a cost savings of $636,000

- Conducted an OHA/OPSI symposium and kicked off an immune-suppressed collaborative to identify cost-effective methods to reduce central line-associated bloodstream infections in susceptible patient populations

OHA and hospital representatives are honored by the Ohio Senate for work to enhance patient safety.
Developed and organized the Northwest Ohio Hospital Quality Collaborative with 30 hospitals, the Quality Institute’s fifth regional collaborative

Led a community-wide hand hygiene “Scrub Up!” event involving 20 Central Ohio hospitals and 50,000 health care workers to reduce health care-associated infections in hospitals by promoting Central Ohio hospitals’ culture of hand-hygiene compliance

Developed a tool in conjunction with hospital partners to calculate costs associated with the value-based purchasing program; led webinars, distributed reports and results across the five collaboratives

Procured, formatted and submitted all accessible data for House Bill 197 compliance and worked to limit reporting to measures appropriate for hospital comparison through the introduction of House Bill 353

Conducted the 4th Annual Statewide Quality Collaborative Summit with more than 200 attendees

Completed the State Action on Avoidable Rehospitalizations (STAAR) Initiative with 18 hospitals, reducing costly avoidable hospital readmissions by improving patient care and the transition from hospital care to home by 3 percent

Hosted three-part webinar/teleconference series on Ohio best practices in patient safety

Enhanced patient safety data collection and analysis for members voluntarily participating in OPSI Patient Safety Organization (PSO) while securing uniform federal confidentiality and privilege protections

Designed and implemented a dashboard with OHA’s Board of Trustees to track quality and performance improvement in OHA hospitals to achieve the 20/20 vision
Assisted hospitals in using **$520,000** in state funds to initiate new statewide initiatives and to sustain existing programs including:

- Expansion of OHTrac, Ohio’s statewide patient tracking/family reunification system into pre-hospital arena with continued education support to hospitals
- Completion of a medical coordination plan for allocation of scarce resources and altered standards of care at the state and regional levels, with support from Ohio State Medical Association (OSMA) and Ohio Osteopathic Association (OOA)
- Implementation of a resource tracking system for regional and statewide assets requested and utilized during a disaster

Continued sustainment and hosting of [www.prepareohio.com](http://www.prepareohio.com), a Web-based system that supports hospitals during an emergency

Conducted two statewide bed tracking exercises and one mass casualty exercise utilizing the web-based system Surgenet

*OHA Annual Meeting attendees hear a luncheon panel discuss quality initiatives.*
Leadership

STATEMENT OF INTENT
Ohio hospitals lead efforts within and outside health care and work collaboratively to create the environment, the capacity and the structure for strong and healthy communities.

- Assisted the OHA Board’s new Committee on Governance to perform a comprehensive review and analysis of the OHA Constitution, bylaws and board practices and recommend best practices for the OHA Board with respect to board structure and operations. The committee’s recommendations were approved by the OHA Board and submitted to the OHA membership for approval.

- Persuaded the Ohio Supreme Court to hear an appeal challenging Ohio’s statute of repose, which prohibits lawsuits for injuries allegedly sustained in the remote past, for which medical records and witnesses will not be available and memories will be imprecise.

- Secured Ohio Supreme Court ruling to allow health care providers to bill an auto insurance company for treatment rather than the health insurance company when a patient is covered by both a health insurance contract and the medical payments coverage in an auto insurance policy.

- Secured Ohio Department of Health agreement to permit 10 small hospitals participating in Johns Hopkins C-PORT research to continue performing angioplasty after the research project ended, enabling them to continue to perform the services under rigorous conditions acceptable to the participating hospitals.

- Secured new maternity licensure rules that reduce licensing fees by one third with inspections changed from annual to every three years and follow guidelines of the American Academy of Pediatricians, saving the 115 hospitals with maternity units tens of thousands of dollars a year in direct and indirect costs.

-Received 2011 Emerald Environmental Education Award from the Solid Waste Authority of Central Ohio and the Ohio Alliance for the Environment Award from the Environmental Education Council of Ohio in recognition of OHA’s partnership with the Ohio Environmental Protection Agency regarding hospital-hosted medication take-back events.

- Continued relationship with Stand Energy allowing OHA members to obtain natural gas supply under terms and master contract negotiated by OHA, with oversight by OHA and its independent natural gas consultant, saving 27 participating hospitals more than $100,000.

- Negotiated settlement with FirstEnergy to enable 60 hospitals to buy electricity at market prices below PUCO-approved rates through May 2014, saving tens of millions of dollars.
Leadership

- Negotiated settlements with FirstEnergy and AEP to help hospitals obtain financial incentives for energy efficiency projects completed in recent years or implemented going forward, securing $2 million in rebates and saving hospitals about the same amount each year in electricity costs.

- Performed more than two dozen hospital energy audits, almost all of which were funded by AEP or Dayton Power & Light, which identified energy savings opportunities with rebates typically available from AEP, DPL and FirstEnergy to make the projects more affordable.

- Created an energy use benchmarking document, based on the EPA’s Energy Star program and input from 40 hospitals, that helped member hospitals reduce their energy costs by half.

- Assisted eligible AEP hospitals in securing electric supply contracts at rates below the PUCO-approved ones, saving about 10 hospitals $3 million a year for 2012 and 2013.

- Issued fifth edition of OHA’s Hospital Law Handbook, a comprehensive listing of Ohio statutes and regulations commonly used by hospitals, with updates posted on OHA’s website to keep the handbook current.

- Conducted statewide Annual Compensation Survey and Chief Executive Officer Compensation Survey to provide hospitals with compensation and benchmarking data.

- Offered OHA/Jones Day Labor Law Program which provided two annual labor and employment law seminars, a web site with employment law news and a searchable database with hospital collective bargaining agreements.

- Helped educate hospitals regarding recent increased activity from the Department of Labor’s Office of Federal Contract Compliance Programs concerning receipt of TRICARE payments.

- Produced four quarterly Trustee Matters educational newsletter for trustees and produced and distributed seven trustee education DVDs (valued at $200 each) to members at no cost.
Leadership

- Presented two Basic Trustee Orientation sessions presented with an average of 26 trustees per session, a $5,000 value

- Handled more than 175 media inquiries and pitches on topics including the state budget, patient safety and workforce issues

- Presented an Advanced Trustee Orientation for 25 trustees, a $2,500 value

- Presented various updates and presentations on request for hospital board meetings and retreats

- Held 28 face-to-face education activity days, featuring 30 different topics, attended by more than 2,400 hospital employees representing 219 member organizations

- Offered programs providing assistance with compliance, accreditation, reimbursement, risk management and other operation-critical issues, enabling participants to obtain discounted continuing education credits to meet licensure and certification requirements at a savings to hospitals of $180,000 compared to similar national programs as well as an estimated $550,000 savings in travel costs

- Offered 29 audio and webinar conferences with an average of 17 Ohio hospitals participating and resulting in more than 1,479 hospital associates participating in distance education activities

- Offered 21 additional “open access” distance education activities in support of advocacy initiatives for 18,228 hospital associates

- Transitioned OHA’s Foundation for Healthy Communities from a grant-making organization to a premier resource for Ohio hospitals’ efforts to improve the health of the communities they serve, creating a health and wellness network to bring together hospital wellness managers, identify best practices in the field and provide resources to help hospitals continue to lead Ohioans to better health
Aided the Ohio Department of Job and Family Services (ODJFS) in securing over $346 million in federal Hospital Care Assurance Program (HCAP) funds to be distributed only to Ohio hospitals as reimbursement for otherwise uncompensated care delivered to indigent or other low-income Ohioans.

Modeled and released a preliminary 2011 HCAP distribution in June, giving hospitals months of notice of expected assessment and distribution amounts.

Updated the Frequently Asked Questions page on the HCAP website as a resource for patient accounting, finance, external auditing, and upper-level management personnel.

Worked with ODJFS to distribute $138 million in supplemental Medicaid payments (Upper Payment Limit payments) for both inpatient and outpatient hospital services, funded with revenue generated by the SFY 2011 hospital franchise fee.

Facing a budget environment where the state had an $8 billion structural deficit, OHA successfully lobbied for changes to the hospital franchise fee that make the fee more sustainable.

- Maintained Medicaid base payment rates for inpatient and outpatient services. Prevented planned 5 percent hospital rate reduction ($320 million over biennium).
- Maintained existing supplemental Medicaid payment programs for inpatient and outpatient hospital services ($256 million over biennium).
- Expanded supplemental payments paid to hospitals for inpatient and outpatient services, with new targeted payments for private teaching hospitals, private magnet teaching hospitals, private CAH and rural facilities, private specialty and rehab hospitals, and small public hospitals.
- Created new across-the-board supplemental payments for all hospitals ($640 million over biennium).
- Created new Medicaid managed care incentive payment program for inpatient services delivered by hospitals that participate in managed care ($324 million over biennium).
Worked with the administration and Medicaid managed care plans to successfully remove the provision in the state budget bill that would have allowed Medicaid managed care plans to pay fee-for-service Medicaid rates for services delivered at hospitals that chose not to contract with managed care.

Estimated the impact of federal health care reform in both 2014 and 2019 for individual hospitals and systems using hospital patient origin data and demographic data on income levels at the zip code level, as well as payor mix information and payment rate data, with results available to inform OHA’s advocacy efforts at both the state and local level, helping to devise improvements to reform efforts.

Protected hospitals’ ability to manage their facilities efficiently and effectively by advocating in accordance with OHA Board principles on legislative proposals:
- HB 149, requiring a circulating nurse to be present throughout each invasive procedure
- House Bill 217, requiring hospitals to provide information to a patient prior to breast reconstructive surgery
- Senate Bill 190, setting hospital standards of care for victims of sexual assault
- Senate Bill 228, allowing hospital management discretion in the utilization of Certified Registered Nurse Anesthetists

Worked with pharmaceutical industry members to address language that would mandate hospitals vaccinate all patients who enter an emergency room with the Tdap vaccine.

Honored by CMS, CGI Federal and its members as a principal partner in the Ohio Recovery Audit Contractor (RAC) project.

Offered a statewide RAC educational forum.

Worked with ODJFS to ensure hospitals are partners in the 2012 implementation of the Medicaid RAC.
Sustainability

- Offered a dynamic software product (TRACKer PRO) to members at a discounted price to help them track RAC activity, with 27 participating hospitals

- Negotiated a market basket update for Bureau of Workers Compensation 2012 inpatient hospital prospective payment system, including a reversal of CMS’ 2.9% coding cut ($7.5 million per year)

- Negotiated a two-year blended transition to the full BWC OPPS during which a blended payment system will be in place, saving hospitals a projected $50 million in 2012

- Secured placement of hospital representatives and OHA staff on influential panels recommending significant state health and insurance policy changes, including:
  - Behavioral Health Leadership Group, which focuses on policy changes to implement State Fiscal Year 2012/2013 priorities of creating an integrated care delivery system for patients with mental illness
  - Patient Centered Medical Homes Collaborative, a group of providers, insurers, employers and consumers designing a framework to effect positive change in healthcare delivery and financing
  - Health Homes Work Group charged with developing definitions and standards for Medicaid Health Homes

- Provided timely analysis of the impact of Medicare payment updates, value-based purchasing, re-admissions, and electronic health record meaningful use policies

- Provided hospital-specific reports and Congressional District-level reports for budgeting and advocacy

- Analyzed and reported on the financial impact of Medicare payments on Ohio hospitals, profitability margins and loss ratios of health insuring corporations licensed to operate in Ohio and the financial performance of Medicaid managed care plans

- Developed a business plan for creating a multi-hospital-sponsored Medicaid managed care organization for OHA Board consideration

- Worked with the Ohio Department of Mental Health to modernize inpatient psychiatric facility licensure rules on seclusion and restraint, reportable incidents and client rights

- Offered an education program for inpatient psychiatric service providers that explored:
  - Federal opportunities to integrate physical and behavioral health care
  - Successful integration models for special populations
  - “Charter for action” for effective integration, coordination of care for patients with mental illness
Sustainability

- Renewed contracts and management with 80 staffing vendors, supplying therapists, technicians, nurses, assistants, clerical staff and housekeepers and dietary aides. Served 36 hospital systems with 86 separate facilities to fill shifts and vacancies for nurses and therapists plus other employees through the Staffing Program and ShiftWise.

- Enabled two large health systems with internal resource pools for filling vacancies to use ShiftWise at a discount for scheduling their own staff, saving millions of dollars and keeping their own staff working more efficiently.

- Verified and audited over 600 agency employees on behalf of the participating hospitals.

- Held a Staffing Summit for all participants of the Staffing Program, hospitals and agencies alike, and offered 89 teleconferences and webinars to hospitals’ contracted vendors for education, training, support.

- Conducted 450 audits and consultations on supplemental staff profiles, verifying 23 required documents, including background screens, license verification, drug and health screens.

- Managed EMR training, implementation for a large teaching hospital through contracted agencies, providing the hospital system savings on contracting, scheduling, retainers, bill rates, overtime and credentialing.

- Filled 44,000 per-diem shifts with nurses, nurse assistants, sitters, therapists, technicians, medical assistants, secretaries, dietary aides and housekeepers.

- Provided consultations on best practice in supplemental staffing to three large hospital systems that do not utilize OHA for their staffing needs.

- Filled 3,600 long-term assignments with an average range of one-three months, using free access to the contracted agencies through ShiftWise technology and with contracts negotiated on behalf of hospitals.

- Chose Bravo Wellness as the endorsed organization for the management of members’ data management and compliance for employees’ health screenings as they relate to premiums, similar to safe driver discounts for auto insurance.

- Benefitted over 100 hospitals by free posting of job openings for permanent positions on the OHA job board, www.OHHealthjobs.com, linking directly to each hospital's own website.

- Added Nursing and Health IT Opportunities section to OHHealthJobs.com, offering resources and job openings throughout Ohio and through Twitter.

- Offered over 12 hours of safety training webinars and seminars through RiskControl360 along with CareWorks Consultants Inc. on topics ranging from safety management best practices to back injury prevention.
Technology

STATEMENT OF INTENT
Ohio hospitals promote the use of technology to increase efficiency, improve care and enhance access to information.

- Began implementing a data warehouse structure to enable more efficient, customized extraction and analysis of data from multiple acquired and OHA-developed databases on quality and financial performance
- Worked to implement a new system to allow hospitals to control the frequency and speed of data submissions with flexibility in file submission formats to improve accuracy, timeliness and ease of data submission
- Prepared more than 180 price disclosure reports for the most frequently treated inpatient and outpatient procedures to assist compliance with new Ohio Department of Health transparency requirements in record time frame
- Launched a new financial and utilization program, Ohio DATABANK, to allow hospitals to produce reports and graphs from information gathered from their income statements and balance sheets, giving hospitals timely information for strategic planning purposes and providing OHA information for advocacy
- Served 146 hospitals representing 161,691 full-and part-time employees through OHA’s in-house Group Unemployment Compensation Program, handing 6,000 unemployment claims and attending over 400 hearings, saving group members nearly $35 million
- Continued supporting the Ohio Health Information Partnership (OHIP), which has disbursed more than $74 million for health information technology (HIT) development:
  - Helping to secure state matching funds
  - Developing key relationships with the state HIT coordinator
  - Aligning hospitals to get behind projects
  - Making hospitals a key to success in the process
- Shared hospital and health news on Twitter with more than 4,500 followers, winning a GOLD award for Twitter presence from Web Health Awards
- Promoted hospitals’ value through an online statewide community benefit report and in news releases to the public and talking points to hospital contacts

Financial HIGHLIGHTS
- Operated within budget with no increase in members’ dues
- Achieved successful audits for OHA, Research and Educational Foundation, Foundation for Healthy Communities, Ohio Hospital Capital, Friends of Ohio Hospitals, Ohio Hospitals Group Rated Workers Compensation Program and OHA Solutions.
Photos on the cover: OHA’s 2011 Health Care Worker of the Year Sheree Young, Atrium Medical Center; OHA Board Chair Mina Ubbing, president and CEO, Fairfield Medical Center; and Frank Perez, CEO Emeritus, Kettering Health Network and recipient of OHA’s Donald R. Newkirk Award.