As a member-driven organization, MHA prides itself on providing exceptional value for your dues. Here are just some of the ways MHA has brought value to Maryland's hospitals in the past year.

**FOR Patients**

- **$30 million** – reduction in Medicaid sick tax
- **$75 million** – avoidance of hospital assessment to stabilize insurance markets
- **$36 million** – full funding for Institutions for Mental Diseases
- **$5.5 million** – for six hospital capital projects

**FOR Communities**

- Nearly $18 for every dues dollar – direct financial benefit...plus

**FORward**

MHA’S 2018 VALUE REPORT TO MEMBERS

As a member-driven organization, MHA prides itself on providing exceptional value for your dues. Here are just some of the ways MHA has brought value to Maryland's hospitals in the past year.
Officers
Mary Pat Seurkamp, Ph.D. – Chair; Trustee, Greater Baltimore Medical Center, President Emerita, Notre Dame of Maryland University
Joseph Ross – Vice Chair; President & CEO, Meritus Health
Robert Chrencik – Vice Chair; President & CEO, University of Maryland Medical System
Timothy Hearn – Treasurer; Board Member, Sheppard Pratt Health System; Senior Managing Director, Mid-Atlantic Region, JLL
Terry Forde – Secretary; President & CEO, Adventist HealthCare

Chairs, Standing Committees & Policy Boards
Sherry Perkins, Ph.D., RN, FAAN – Chair, Council on Clinical & Quality Issues; Executive Vice President & COO, University of Maryland Capital Region Health
Samuel Moskowitz – Chair, Council on Financial Policy; President, MedStar Franklin Square Medical Center
Dean Teague – Chair, Council on Legislative & Regulatory Policy; President & CEO, CalvertHealth Medical Center
Jill Donaldson - Chair, Maryland Healthcare Education Institute; Vice President, Operations, MedStar Medical Group
Eric Wagner – Chair, Maryland Hospital Association Political Action Committee; Executive Vice President, Insurance and Diversified Operations, MedStar Health

Trustee Councillors-at-Large
Harry Johnson – Former Board Chair, Greater Baltimore Medical Center; Partner, Whiteford Taylor Preston, LLP
Mary Louise Preis – Board Member, Mercy Medical Center; Retired Executive, Citifinancial
Mark Higdon – Trustee, Peninsula Regional Medical Center; Retired Partner, KPMG MidAtlantic Healthcare Advisory Practice

CEO Councillors-at-Large
Victoria Bayless – President & CEO, Anne Arundel Medical Center
Richard Bennett, M.D. – President, Johns Hopkins Bayview Medical Center
Neil Meltzer – President & CEO, LifeBridge Health
Redonda Miller, M.D. – President, Johns Hopkins Hospital
Thomas Mullen – President & CEO, Mercy Medical Center
Karen Olscamp – President & CEO, University of Maryland Baltimore Washington Medical Center
Harsh Trivedi, M.D. – President & CEO, Sheppard Pratt Health System

Independent Councillors-at-Large
Diane Bell-McKoy – President & CEO, Associated Black Charities
Stuart Guterman – Health Economics Consultant

Ex-Officio
Bob Atlas – President & CEO, Maryland Hospital Association

Prime, the shared services/group purchasing subsidiary of the Maryland Hospital Association, and the Chesapeake Registry Program, MHA’s staffing subsidiary, provided $460,000 to MHA in fiscal year 2018 to support advocacy efforts and other work.

The Maryland Healthcare Education Institute continues to work with members on the changing demands of population health management and an increased focus on reducing health disparities, as well as the consistent challenges created by an aging health care workforce. Targeted programming was brought to a number of hospital campuses this past year, where MHEI staff worked individually and with groups of hospital staff totaling nearly 2,500 participants. Nearly one-third of MHEI members use MHEI for customized, specific, targeted programs and development.

The Chesapeake Registry Program helps hospitals meet their evolving staffing needs by securing access to vetted, high-quality temporary staff including nurses and allied health providers. The Registry offers a user-friendly software interface with real-time data to access staffing credentials. In the past year, 1.08 million hours of clinical personnel time were furnished.
In the midst of great change, from federal policies to statewide election-year politics to new leadership at your hospital association, the theme of this year’s meeting – For Patients, For Communities, Forward – reflects the innovation and creativity with which you are taking care of people and communities.

No matter what changes swirl around you, your organization, and MHA as your chief advocate, our focus together remains strong: getting people the right care, at the right time, in the right setting. From quality improvements to population health partnerships and so much more, we are keeping our state at the leading edge of innovation.

As you fulfill your 24/7 commitment to the people you serve, MHA lives every day our commitment to help you and your organization thrive. We know that hospitals need the right environment to flourish, and it is both our privilege and responsibility to make it so.

This brief report highlights some of the ways MHA has delivered value for your organization over the past year. It is a reflection of the priorities that you, through your participation in MHA, have set. We appreciate your dedication to your association and to the work that we do together.

Bob Atlas
President & CEO

Mary Pat Seurkamp, Ph.D.
Chair
**Advocacy**

- Engaged in final-stage negotiations on the Enhanced Total Cost of Care Model, the successor to Maryland's All-Payer Model. The new model will begin in January 2019
- Secured a $30 million reduction in the $365 million “sick tax” for fiscal year 2019
- Helped pass legislation to create a multi-million dollar grant program that supports community-based treatment for behavioral health services
- Defeated trial lawyers' bills that would worsen Maryland's liability climate, including legislation that would have increased the cap on non-economic damages in medical malpractice and wrongful death lawsuits, and a bill to make it easier for punitive damages to be awarded
- Fought off legislation that would have required hospitals to report the value of their not-for-profit tax exemptions to the state comptroller, with direct union influence on accompanying regulations
- Successfully advocated for legislation to stabilize Maryland's commercial insurance market, without adding any financial burden to hospitals, which would have endangered the state's unique model
- Defeated a bill to repeal the “20 percent rule” and potentially create “professional witnesses” in liability cases

**Quality**

By the end of the past year, Maryland's hospitals:

- Committed to mitigating Maryland's opioid crisis by adopting strict emergency department guidelines for the prescription of opioids, developing specialized discharge processes for patients with substance use disorders, and performing intensive screenings for new patients to identify potential substance use disorders
- Reduced preventable infections and complications by approximately one-half over a three-year period
- Reduced the readmissions rate by 9 percent
- Reduced the rate of delivery by C-section for first-time mothers by 7 percent
- Created more than 76,000 care alerts/plans to share information among providers and reduce avoidable readmissions
- Continued to support the Equity of Care initiative to reduce health disparities

**Financial**

- $5.5 million for 11 hospital capital projects
- $36 million for the state’s three Institutions for Mental Diseases
- $30 million reduction in the $365 million Medicaid “sick tax”
MEMBER ENGAGEMENT

MHA is a member-driven organization, the only state hospital association led by hospital trustees (the board is composed of the chief elected trustee leader or a designee). Without your help and guidance, MHA could not do what it does to help hospitals. Below are some ways that hospital leaders are engaging with MHA to contribute to an environment that helps hospitals thrive:

**Governance**
Participation on MHA boards, committees, councils, work groups, task forces and more.

119 individuals
48 organizations

**Advocacy**
Engagement in the legislative and regulatory advocacy process.

<table>
<thead>
<tr>
<th>General Assembly</th>
<th>Health Services Cost Review Commission</th>
<th>MHA PAC</th>
</tr>
</thead>
<tbody>
<tr>
<td>85 bills</td>
<td>15 individuals testified before the HSCRC</td>
<td>484 individual contributions</td>
</tr>
<tr>
<td>on which MHA and its members testified</td>
<td>8 organizations represented</td>
<td>39 organizations represented</td>
</tr>
</tbody>
</table>

$145,775 in total contributions

**Hospital Initiatives**
Statewide programs to improve care for patients and communities.

<table>
<thead>
<tr>
<th>Opioid Prescribing Guidelines</th>
<th>Care Alerts/ Care Plans</th>
<th>Neonatal Abstinence Syndrome Collaborative</th>
<th>Reducing First-time C-sections</th>
<th>Improving Sepsis Survival</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% hospital participation</td>
<td>238% increase in the number of high-risk Medicare patients enrolled</td>
<td>97% of birthing hospitals participating</td>
<td>97% of birthing hospitals participating</td>
<td>26% reduction in deaths due to sepsis</td>
</tr>
</tbody>
</table>

**Affiliate Engagement**
Helping hospitals and health systems with staffing and purchasing needs.

<table>
<thead>
<tr>
<th>Prime (MHA’s group purchasing subsidiary)</th>
<th>Chesapeake Registry (MHA’s supplemental staffing subsidiary)</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% hospital participation</td>
<td>38 organizations participating</td>
</tr>
<tr>
<td>$114.8 million in purchases</td>
<td>&gt;1 million staffing hours</td>
</tr>
</tbody>
</table>
Adventist HealthCare
- Adventist HealthCare Behavioral Health & Wellness Services
- Adventist HealthCare Physical Health & Rehabilitation
- Adventist HealthCare Shady Grove Medical Center
- Adventist HealthCare Washington Adventist Hospital

Anne Arundel Medical Center

Atlantic General Hospital

Bon Secours Baltimore Health System

Brook Lane

CalvertHealth Medical Center

Children’s National Medical Center

Doctors Community Hospital

Fort Washington Medical Center

Frederick Regional Health System

Garrett Regional Medical Center

Greater Baltimore Medical Center

HealthSouth Chesapeake Rehabilitation Hospital

Holy Cross Health
- Holy Cross Germantown Hospital
- Holy Cross Hospital

Johns Hopkins Health System
- Howard County General Hospital
- Johns Hopkins Bayview Medical Center
- The Johns Hopkins Hospital
- Mt. Washington Pediatric Hospital
- Suburban Hospital

Kennedy Krieger Institute

LifeBridge Health
- Carroll Hospital Center
- Northwest Hospital
- Sinai Hospital of Baltimore

McCready Health

MedStar Health
- MedStar Franklin Square Medical Center
- MedStar Good Samaritan Hospital
- MedStar Harbor Hospital
- MedStar Montgomery Medical Center
- MedStar Southern Maryland Hospital Center
- MedStar St. Mary’s Hospital
- MedStar Union Memorial Hospital

Mercy Medical Center

Meritus Health

NIH Clinical Center

Peninsula Regional Medical Center

Saint Agnes Hospital

Sheppard Pratt Health System

Union Hospital of Cecil County

University of Maryland Medical System
- Mt. Washington Pediatric Hospital
- University of Maryland Baltimore Washington Medical Center
- University of Maryland Capital Region Health
  - University of Maryland Laurel Regional Hospital
  - University of Maryland Prince George’s Hospital Center
- University of Maryland Charles Regional Medical Center
- University of Maryland Harford Memorial Hospital
- University of Maryland Medical Center
- University of Maryland Medical Center Midtown Campus
- University of Maryland Rehabilitation & Orthopaedic Institute
- University of Maryland Shore Medical Center at Chestertown
- University of Maryland Shore Medical Center at Dorchester
- University of Maryland Shore Medical Center at Easton
- University of Maryland St. Joseph Medical Center
- University of Maryland Upper Chesapeake Medical Center

VA Maryland Health Care System

Western Maryland Health System