TOWARD BETTER HEALTH
in Maryland

Maryland Hospital Association

Advancing health care and the health of all Marylanders

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MISSION

MHA serves Maryland's hospitals and health systems through collective action to shape policies, practices, financing and performance to advance health care and the health of all Marylanders.

VISION

MHA will be Maryland's most effective advocate for improving health care across our state and the health of all Marylanders.

STRATEGIC AIMS

• Strengthen the health of Marylanders by fostering integrated, holistic care and supports

• Ensure the success of the Maryland model of health care financing

• Promote the long-term vitality of Maryland's hospitals and health systems

GOALS

QUALITY & SAFETY — Health care that is safe and of excellent quality and value

ACCESS — Access for all Marylanders to appropriate care and supports

STAKEHOLDER ALIGNMENT — Multi-stakeholder alignment to manage the total cost of care

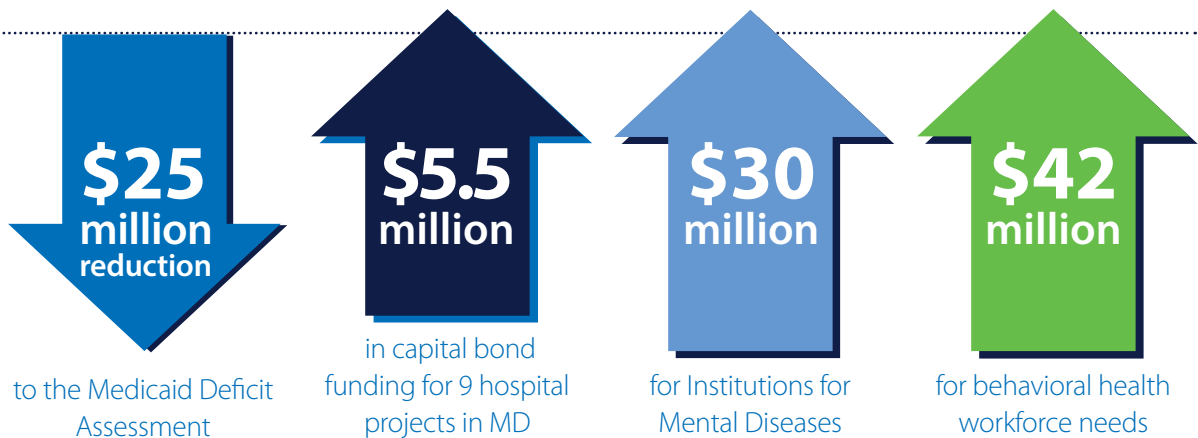**WORKFORCE** — Robust, diverse, inclusive and engaged health care workforce

FINANCIAL PERFORMANCE — Appropriate, predictable revenue and efficient care delivery

A YEAR'S WORTH OF IMPACT

ANNAPOLIS

MORE THAN $100 MILLION IN STATE BUDGET SUPPORT TO HOSPITAL PRIORITIES

$25 million reduction
to the Medicaid Deficit Assessment

$5.5 million
in capital bond funding for 9 hospital projects in MD

$30 million
for Institutions for Mental Diseases

$42 million
for behavioral health workforce needs

MHA'S ADVOCACY PRODUCED SIGNIFICANT VICTORIES DURING THE MARYLAND GENERAL ASSEMBLY'S 2019 SESSION.

ADVANCED HOSPITAL FIELD PRIORITIES THROUGH LEGISLATIVE PROGRESS:

- Passed MHA legislation that **modernizes the state's Certificate of Need process** and raises the capital threshold

- Passed MHA legislation to **improve the state's Prescription Drug Monitoring Program**

- Introduced MHA legislation beginning multi-pronged effort to **ensure objectivity and predictability for medical liability judgments**

- Supported passage of scope of practice **legislation to address shortages in cardiac catheterization labs**

- Helped secure legislation making it **easier for Marylanders to obtain health insurance**

DEFEATED MULTIPLE BILLS THAT WOULD ADVERSELY AFFECT HOSPITALS AND HEALTH CARE IN MARYLAND BY:

- **Limiting a hospital's ability** to close, merge, or change capacity

- **Imposing onerous disclosure requirements** for outpatient facility fees

- **Raising the cap** on non-economic damages

MHA|PAC

475 individual contributors representing 39 organizations
Contributing $150,445

FINANCIAL PERFORMANCE

Advocated for an annual update that produced **$600 million in revenue increases** for Maryland's hospitals to support care transformation

Eliminated a proposed $7.5 million reduction in Medicare payments through the MPA Efficiency Component policy

Helped **hospitals reduce expenses and control spending** under the Total Cost of Care Model through MHA Prime's group purchasing program

Secured **improvements to Total Cost of Care** attribution policy

63 PEOPLE FROM 22 ORGANIZATIONS
REPRESENTED MARYLAND'S HOSPITAL FIELD ON HSCRC'S WORK GROUPS

QUALITY & SAFETY

- **Rebalanced readmissions attainment and improvement** targets to maintain appropriate incentives

- Secured more lenient readmissions benchmarks — moving the target to avoid a penalty from **10.83% in 2018 to 11.12% in 2019**

- **Removed** duplicate complication measures

- Launched HCAHPS peer-to-peer pilot program to **improve patient experience**

- **Developed hospital-specific reports**, benchmarking performance to the nation on key metrics

- Initiated efforts to **address social determinants of health** and raised their profile with state regulators

WORKFORCE

Partnered with the Maryland Nurses Association to launch Workplace Violence Prevention Committee

Conducted statewide survey to identify and address hospital workforce needs

Advanced legislation on legal protections to deter violence in health care facilities

Began work to advance underrepresented minorities in hospital leadership and governance

STAKEHOLDER ALIGNMENT

WON 1.7 PERCENTAGE POINT RAISE IN PUBLIC PAYER DIFFERENTIAL

LEADING HEALTH CARE INNOVATION IN MARYLAND:

Spurred Secretary's Vision Group with Maryland Health Secretary Robert Neall to **identify discharge options for hard to place patients**

Convened and led Stakeholder Innovation Group to work with our state partners to **influence the broader innovation strategy** around Total Cost of Care Model

Launched statewide **inventory of health care innovations** with 204 submissions and growing

Secured federal **waiver to enable nurse practitioners** at all hospitals to write home health orders

Gained HSCRC **commitment to quantify care transformation** efforts outside formal Care Redesign Programs and credit hospitals

Convened Care Transformation Organization User Group under the Maryland Primary Care Program

Supported 43 hospitals participating in Care Redesign Programs

Launched Episode Care Improvement Program with nine participating hospitals and secured federal commitment to allow others to join in July 2019

ACCESS

SHAPED THE SCOPE AND PRIORITIES OF THE MARYLAND HEALTH INSURANCE COVERAGE PROTECTION COMMISSION **TO ADDRESS COVERAGE AFFORDABILITY,** INCLUDING FOCUS ON **REDUCING OUT-OF-POCKET COSTS AND IMPROVED BENEFIT DESIGN**

Secured regulations that enable allied health professionals to **PROVIDE SERVICES VIA TELEHEALTH**

ON THE FRONT LINES OF MARYLAND'S BEHAVIORAL HEALTH CRISIS

▶ Completed behavioral health inpatient discharge delay study showing such delays **cost Maryland's hospitals an estimated $30 million**

▶ Produced a study of behavioral health emergency department discharge delays

Maryland Hospital Association

2019 MHA MEMBERS

ADVENTIST HEALTHCARE
Adventist HealthCare 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 HEALTH SYSTEM

DOCTORS COMMUNITY HOSPITAL

ENCOMPASS HEALTH REHABILITATION HOSPITAL OF SALISBURY

FORT WASHINGTON MEDICAL CENTER

FREDERICK REGIONAL HEALTH SYSTEM

GARRETT REGIONAL MEDICAL CENTER

GREATER BALTIMORE MEDICAL CENTER

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
Suburban Hospital

KENNEDY KRIEGER INSTITUTE

LIFEBRIDGE HEALTH
Carroll Hospital
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

MT. WASHINGTON PEDIATRIC HOSPITAL

NIH CLINICAL CENTER

PENINSULA REGIONAL MEDICAL CENTER

SAINT AGNES HEALTHCARE

SHEPPARD PRATT HEALTH SYSTEM

UNION HOSPITAL OF CECIL COUNTY

UNIVERSITY OF MARYLAND MEDICAL SYSTEM
University of Maryland Baltimore Washington Medical Center
University of Maryland Capital Region Health
  • University of Maryland Laurel Medical Center
  • 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

WESTERN MARYLAND HEALTH SYSTEM

AFFILIATES

MHA Prime is the shared services/group purchasing subsidiary of the Maryland Hospital Association (MHA). In fiscal year 2019, MHA Prime and Chesapeake Registry Program provided $460,0000 to MHA to support advocacy efforts and other work.

About 2,500 people participated in the Maryland Healthcare Education Institute's programming this year, related to the demands of population health management, leadership skills, and more. One-third of members receive customized programs delivered at their hospital campuses.

Chesapeake Registry Program helps hospitals meet 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.