

HTNYS' Hospital Board Member Orientation Program

What You Need to Know as a New Board Member



Welcome from the HTNYS Board of Governors Chair

Robert Spolzino, Esq.

Trustee, Board of Overseers, Northwell Health

Program Agenda

Overview of HANYS, HTNYS and resources

A scan of NY's hospital system

Healthcare governance

Leading practices

Fiduciary duties; financial oversight; stewardship of mission, vision, values

Governing leadership; management vs. governance

Board room conduct

Community focus and relationships

Quality and patient safety

Role of the board

Overview of key quality measures; public reporting

Medical staff credentialing

Roundtable discussion with HTNYS board members

Overview

HANYS, HTNYS and Resources

Nick Henley

Vice President, External Affairs, HANYS

Kristen Phillips

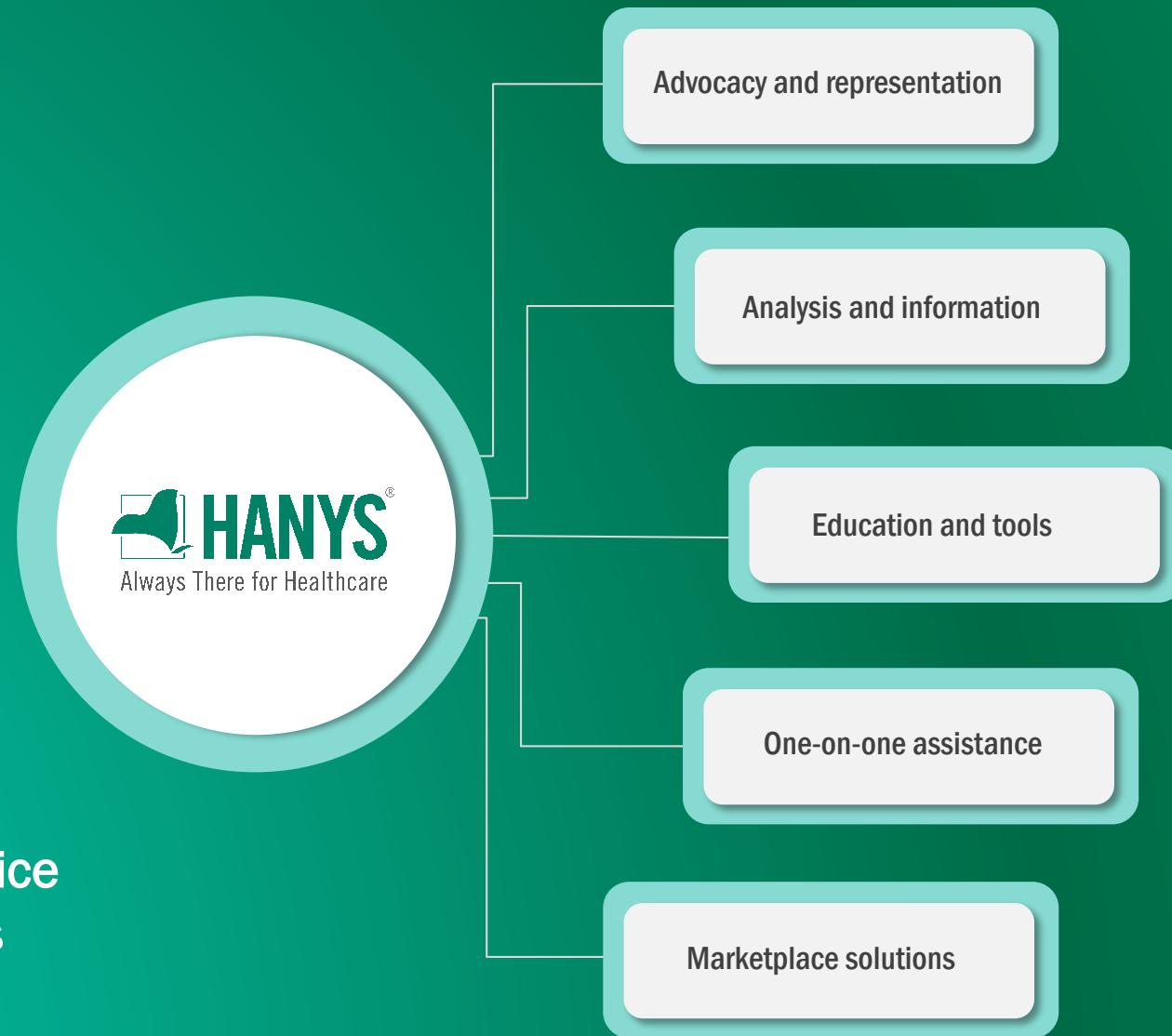
Director, Trustee Education and Community Health Policy, HANYS

HANYS

Your statewide hospital and continuing care association

Mission statement

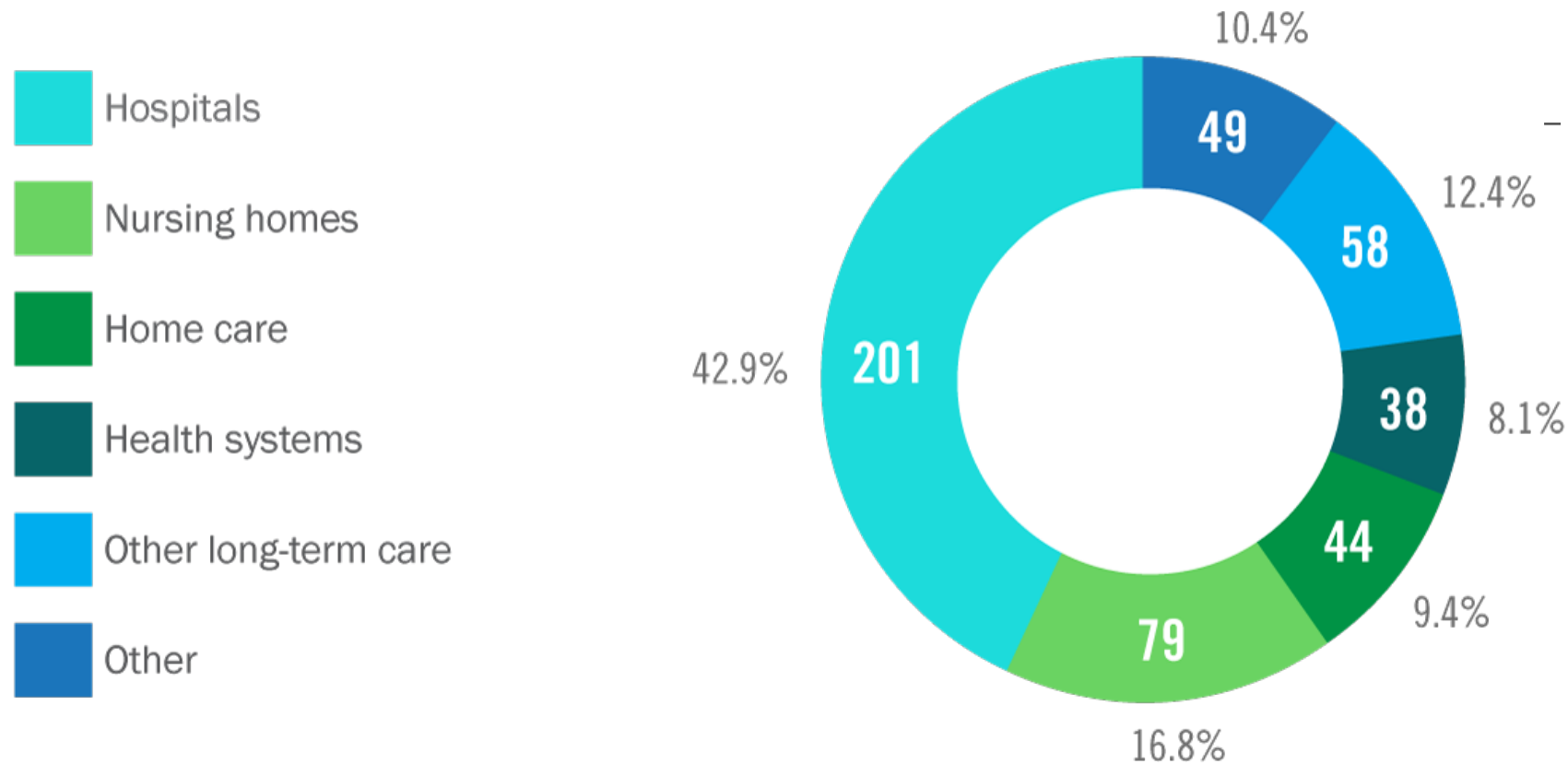
To advance the health of individuals and communities by providing **leadership, representation and service** to healthcare providers and systems **across the entire continuum of care**



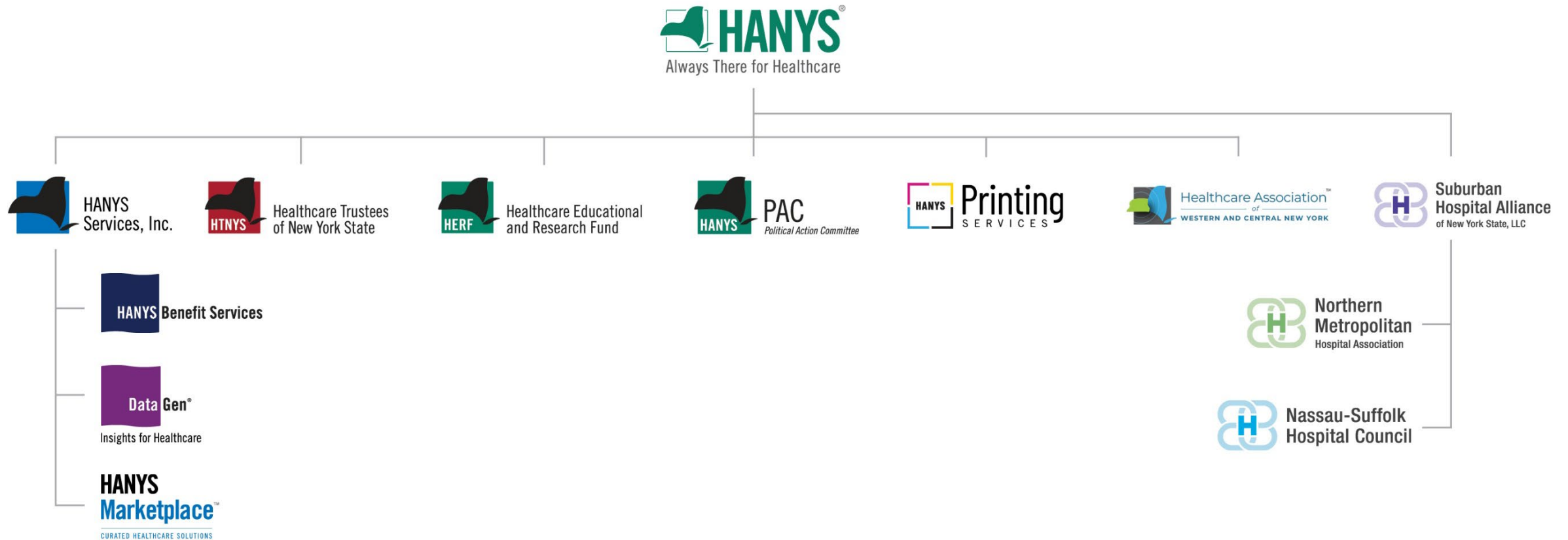
Our offices



HANYS members



Organizational structure



Leading healthcare advocacy

- ▶ Support fair and adequate payment to providers
- ▶ Advance affordability at all levels
- ▶ Sustain insurance coverage gains
- ▶ Protect patient access to care
- ▶ Advance health system transformation
- ▶ Enhance quality and patient safety
- ▶ Promote regulatory relief
- ▶ Strengthen the workforce



Health finance

Statewide Report

New York's Hospitals and Health Systems Improve the Economy & Community

Economic & Community Benefits

Quality Healthcare

State & Federal Funding



\$176,000,000,000

Economic activity ?



864,000

Jobs generated ?



\$27,100,000,000

Tax dollars generated ?



\$48,900,000,000

Payroll expenditures ?



\$12,300,000,000

Community benefits & investments ?

Facility-specific impact analyses

Data analytics and visualization tools

Advocacy support

Managed care and insurance



Member assistance

- Identify and stop damaging payer business practices
- One-on-one support
- Managed care member advisory group

Payer initiative

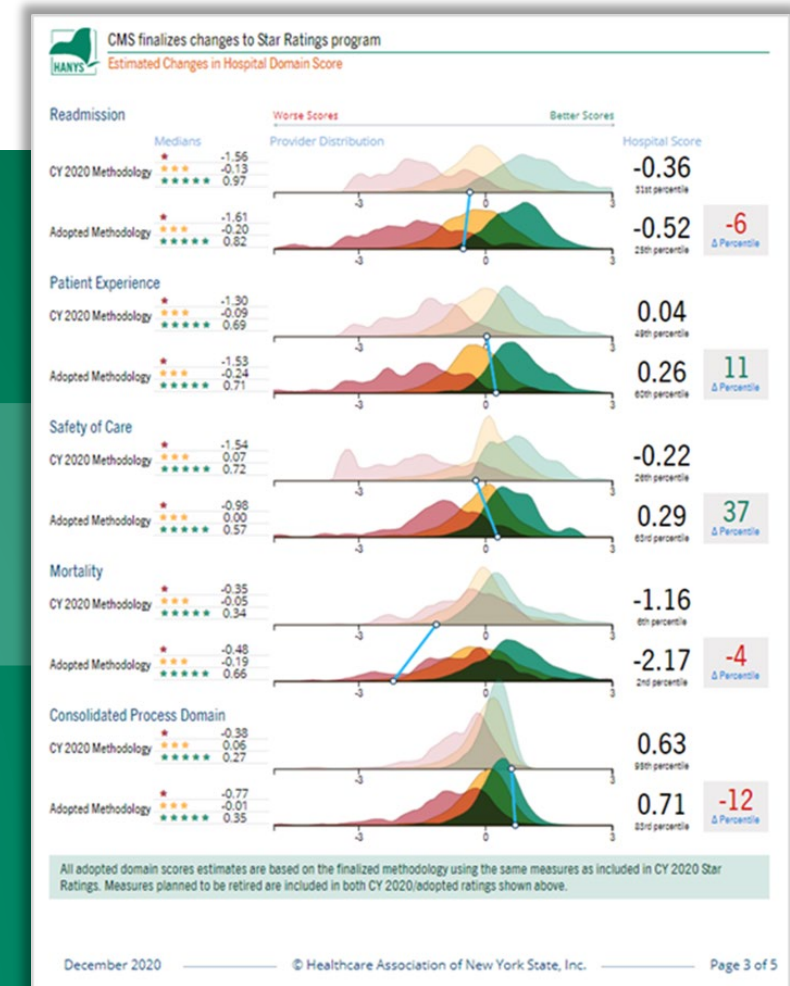
- Relationships with payers

Impact public policy

- Secure new laws and regulations
- Multi-state coalition

QARI

Quality Advocacy, Research and Innovation



Member-driven priorities

 Health Information Technology

 Managed Care and Insurance

 Regulatory Affairs

 Workforce Development

 Finance and Analytics

 Quality

 Rural Health

 Emergency Preparedness

 Community Health

 Delivery System Reform

 Post-acute Care

 Behavioral Health

 Healthcare Governance

 Legal and Compliance

 Digital Health/Innovation

Educational programs



200+

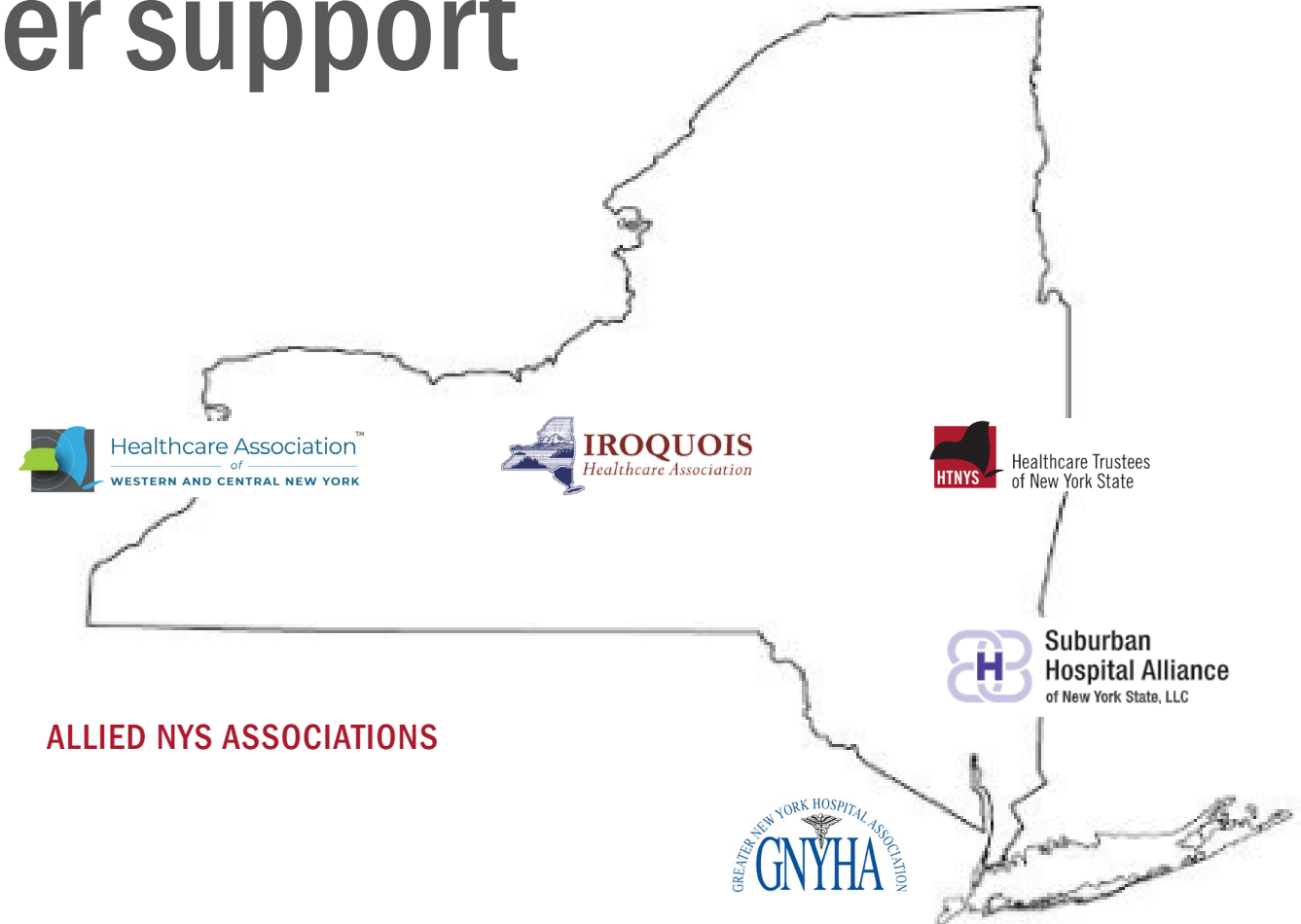
Educational programs and events across
New York state and online



6,000+

Staff and trustees of HANYS member
organizations participated in educational
programs in 2020

Association partner support





Healthcare Trustees of New York State

About HTNYS



Healthcare Trustees
of New York State

HTNYS is a division of HANYS and a member benefit.

Mission Statement

To assist voluntary healthcare trustees through education, communications and advocacy to promote the delivery of quality healthcare to all communities in a cost-effective manner.

HTNYS is governed by a board of up to 25 trustees who provide guidance on and assist with the execution of HTNYS' education and advocacy activities and programs.

Focus areas



Healthcare issues and trends

Advocacy and policy

Healthcare governance

ADVOCACY
COMMUNICATION
EDUCATION

Trustee Education Resources

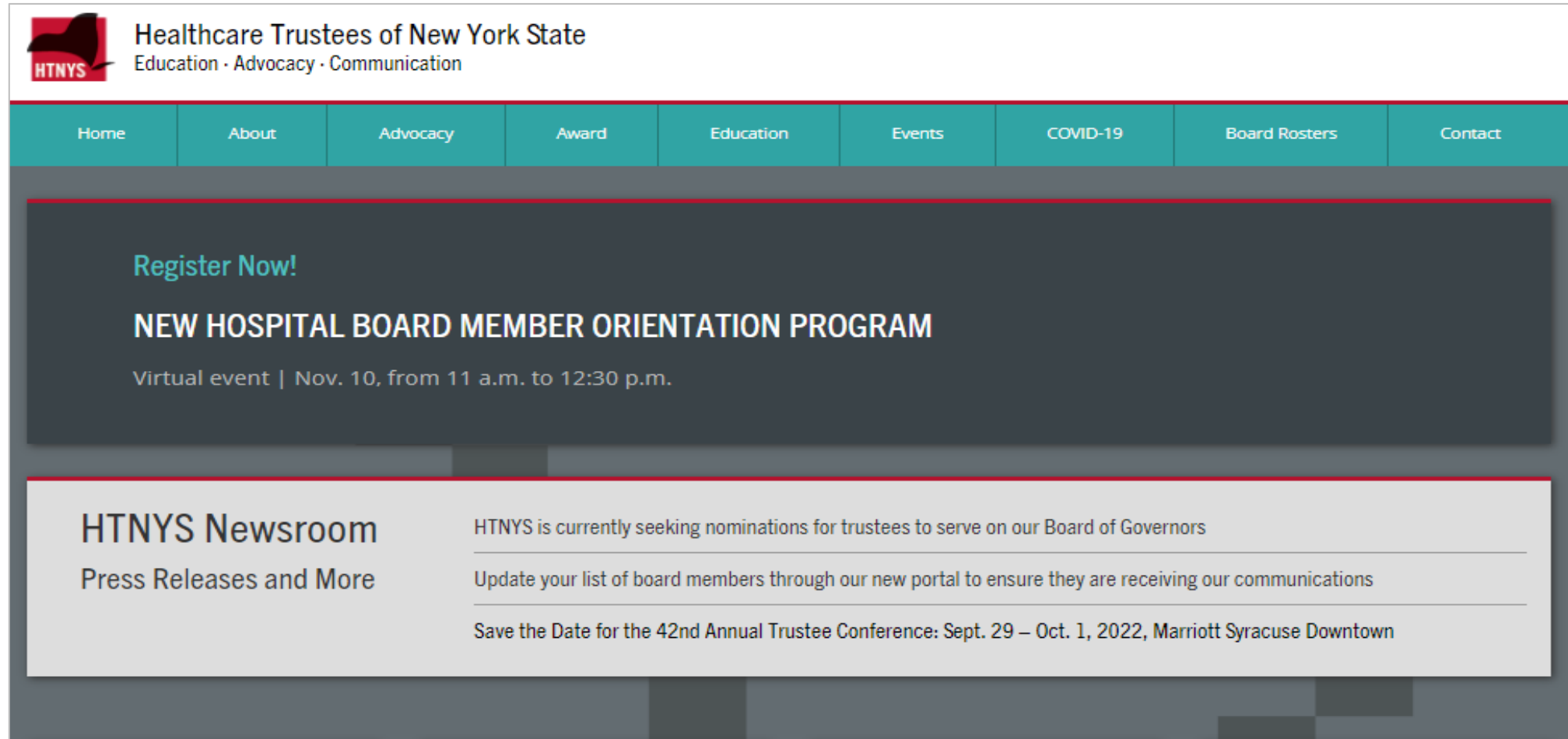
- Annual conference
- Advocacy and policy email updates
- Monthly Trends email
- Issue primers
- Online resource libraries



Online Resource Libraries

- Board Diversity, Inclusion and Cultural Competency
- Board Assessments
- Conflict of Interest
- Community Health/Population Health
- Fiduciary Responsibilities
- Quality
- Innovation and Disruption
- Board Recruitment, Orientation and Succession Planning
- Board-CEO Relations
- Compliance
- Emergency Preparedness and Response
- Executive Compensation
- Medical Staff and Boards
- Setting Strategy

htnys.org



The screenshot shows the HTNYS website homepage. At the top is the HTNYS logo (a red silhouette of New York State with 'HTNYS' in white) followed by the text 'Healthcare Trustees of New York State' and 'Education · Advocacy · Communication'. Below this is a teal navigation bar with links: Home, About, Advocacy, Award, Education, Events, COVID-19, Board Rosters, and Contact. The main content area has a dark grey background. A large dark grey box contains the text 'Register Now!' in teal, followed by 'NEW HOSPITAL BOARD MEMBER ORIENTATION PROGRAM' in white, and 'Virtual event | Nov. 10, from 11 a.m. to 12:30 p.m.' in white. Below this is a light grey box with the heading 'HTNYS Newsroom' and 'Press Releases and More'. To the right of this heading are three lines of text: 'HTNYS is currently seeking nominations for trustees to serve on our Board of Governors', 'Update your list of board members through our new portal to ensure they are receiving our communications', and 'Save the Date for the 42nd Annual Trustee Conference: Sept. 29 – Oct. 1, 2022, Marriott Syracuse Downtown'.

Healthcare Trustees of New York State
Education · Advocacy · Communication

Home About Advocacy Award Education Events COVID-19 Board Rosters Contact

Register Now!

NEW HOSPITAL BOARD MEMBER ORIENTATION PROGRAM

Virtual event | Nov. 10, from 11 a.m. to 12:30 p.m.

HTNYS Newsroom
Press Releases and More

HTNYS is currently seeking nominations for trustees to serve on our Board of Governors

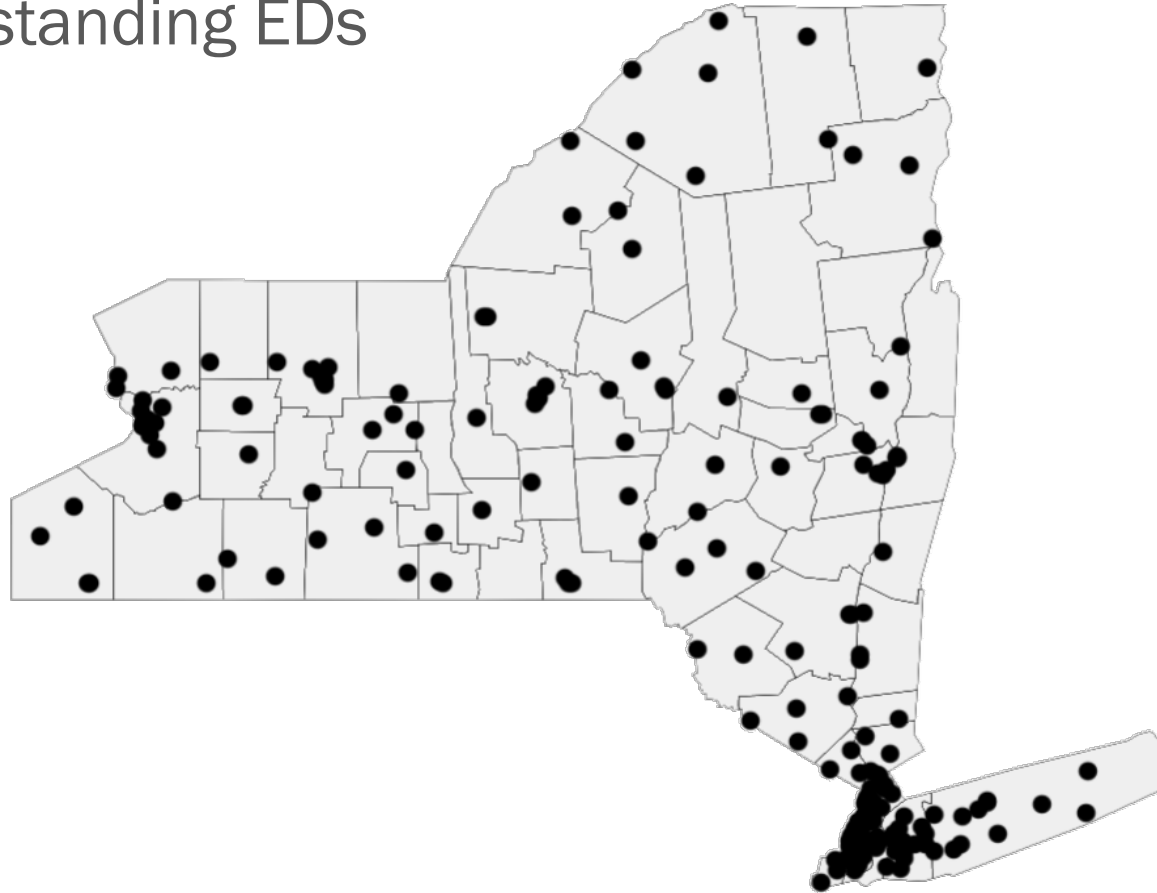
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Save the Date for the 42nd Annual Trustee Conference: Sept. 29 – Oct. 1, 2022, Marriott Syracuse Downtown

A scan of New York's hospital system

Hospitals in New York State

*includes freestanding EDs



Hospital Oversight, Licensure and Accreditation

Fast facts

- New York state
 - Article 28 of the state Public Health Law
 - Title 10 of NY Codes, Rules and Regulations
 - Department of health-issued operating certificate
- Federal
 - Center for Medicare and Medicaid Services within U.S. Health & Human Services
 - Medicare Conditions of Participation
 - CMS Certification Number
- Accreditation
 - Hospitals accredited by approved accreditation body, like The Joint Commission or DNV Healthcare
 - Hospitals surveyed for compliance with state licensure requirements and federal COPs

Hospitals in NYS

Fast facts

Total number of hospitals in NYS

Federal Medicare CCN: 166

- Acute care, critical access and specialty hospitals; excludes psychiatric hospitals

State DOH: 214 – 222

HANYS: 211 hospital campuses

- Does not include freestanding EDs

Hospital sponsorship

Voluntary, non-profit: 142 by CCN (183 campuses)

Public: 24 by CCN (28 campuses)

- State, county, public benefit corporation, SUNY

NYS Public Health Law prohibits publicly-traded corporations from owning and operating hospitals in NY

Hospitals in NYS

Fast facts

There are various types of hospitals with different designations, reimbursement systems and operating standards.

- Federal rural hospital designations
 - Critical access hospitals (18 in NY)
 - Sole community hospitals (20)
 - Medicare-dependent hospitals (3)
- Specialty hospital designations
 - Cancer, children's, rehabilitation, psychiatric
- Academic medical centers affiliated with 17 medical colleges in NY
- 10 freestanding emergency departments

Hospital Affiliations

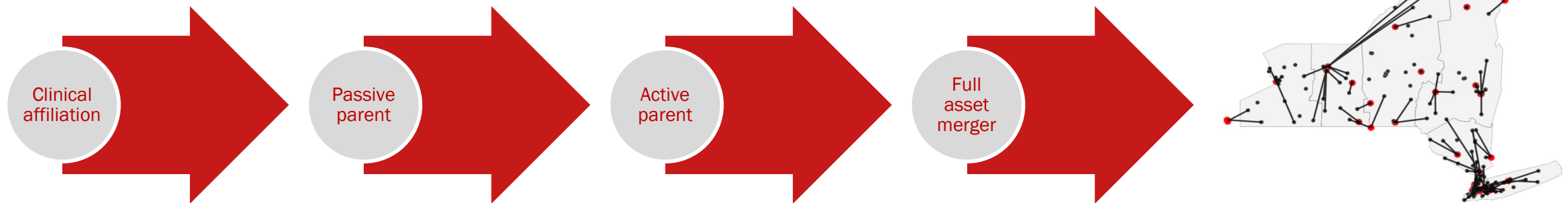
Fast facts

Hospitals operate independently or part of a system. The degree of integration varies based on the type of affiliation.

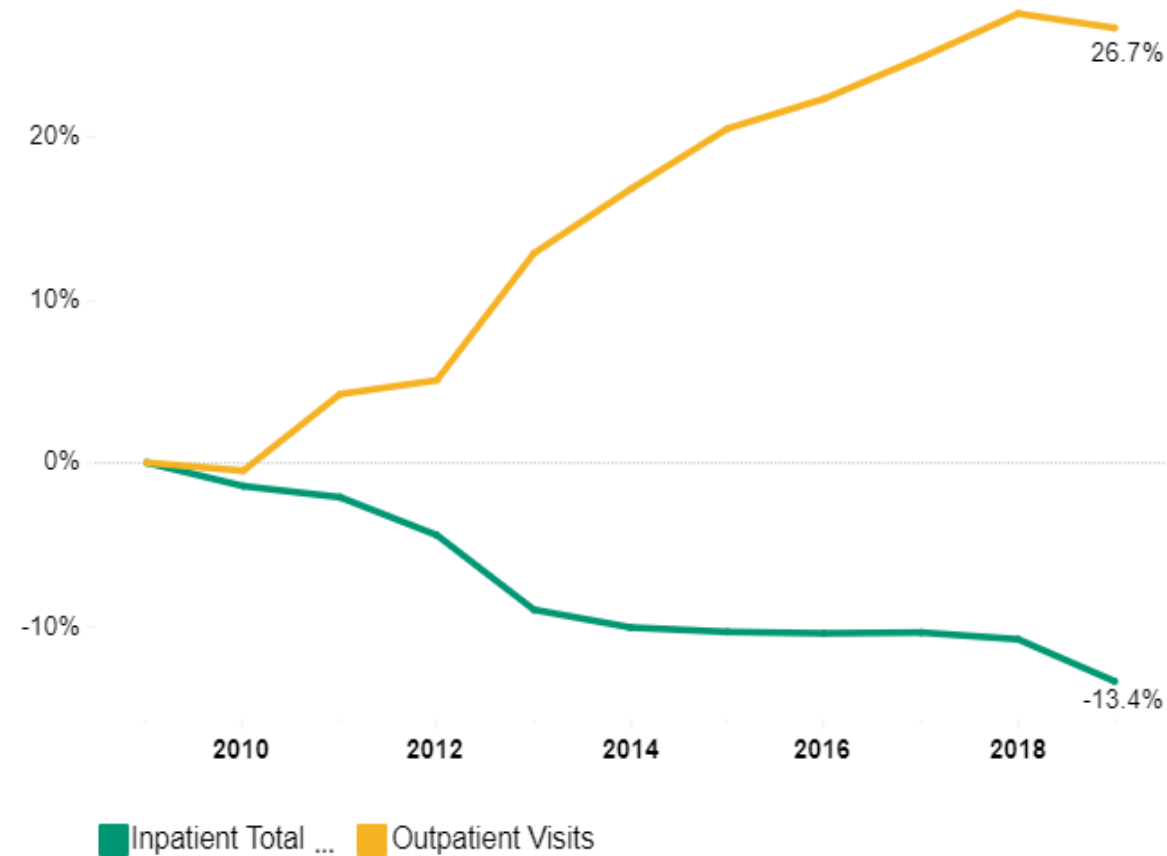
- Approximately 24 independent non-public hospitals (by CCN)

Mergers and active parent relationships are approved by the state Public Health and Health Planning Council.

- Since 2011, PHHPC has approved approximately 20 mergers and 50 CONs to establish active parent relationships



Statewide Inpatient and Outpatient Volume Trend



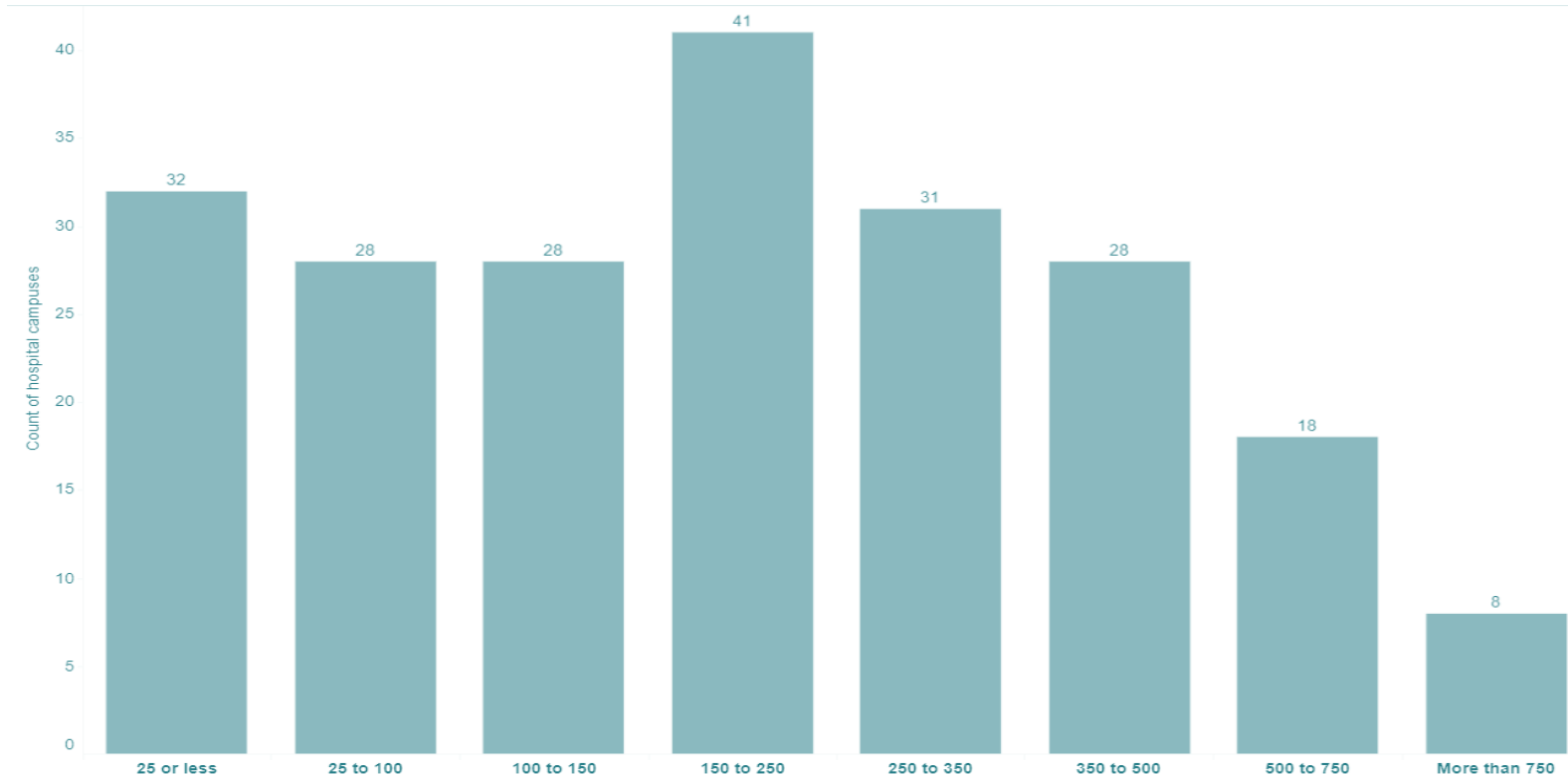
Source: NYS Hospital Institutional Cost Report

Hospitals in NYS

Hospitals can differ widely in terms of size, payer mix and population served. The following tables and graphs depict additional key statistics on NY's hospitals.

- Hospitals by bed size and revenue size
- Statewide average payer mix
- Government payer underpayment
- NY hospital national rankings in payment to cost ratios by payer
- Hospital inpatient volume by payer
- NYS hospital operating margin analyses; fiscal strength index
- Comparison of NY to the nation on operating margin and key financial indicators

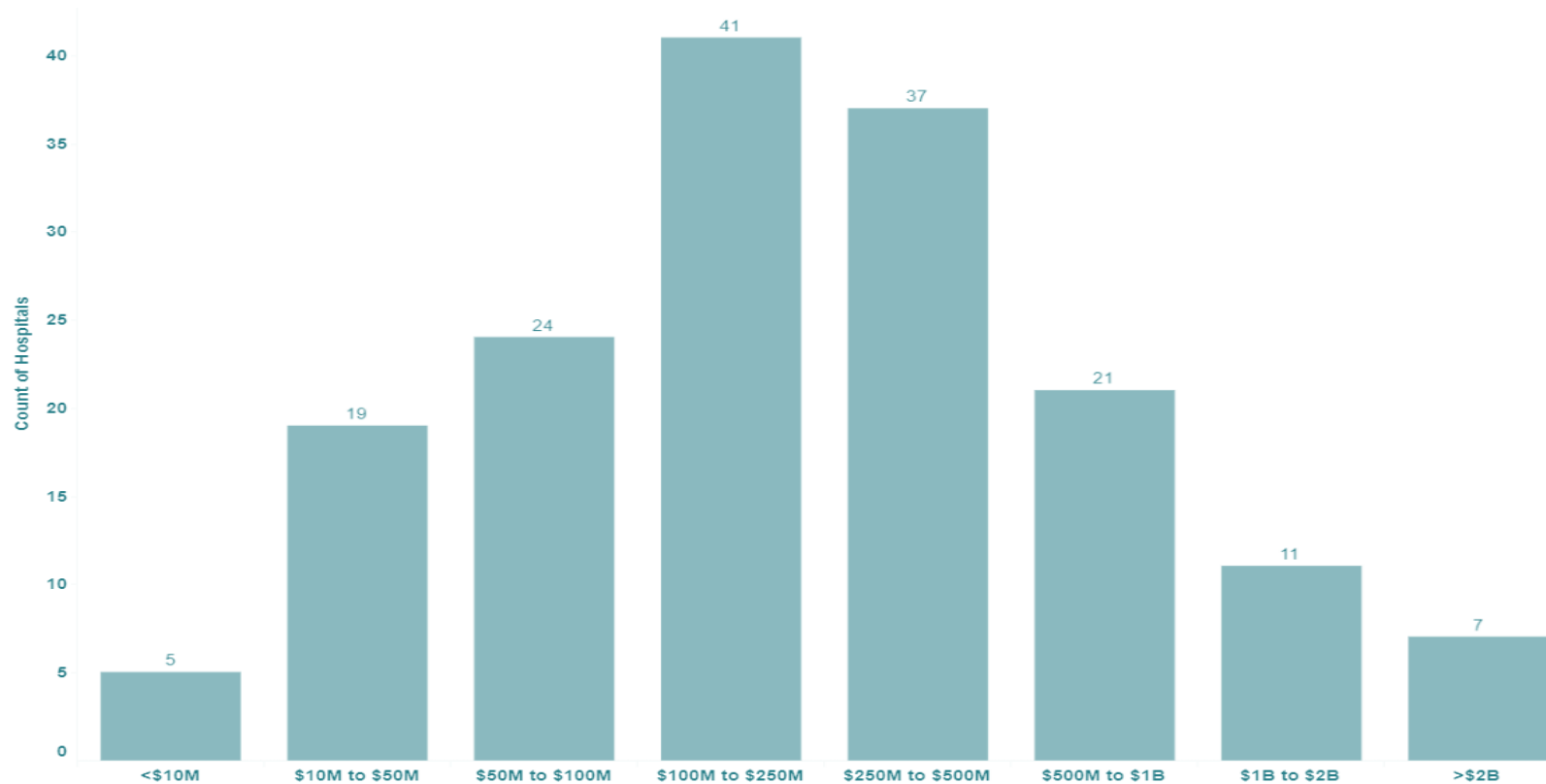
NY Hospitals by Bed Size



© 2021 Healthcare Association of New York State, Inc.

Source: NYS DOH <https://health.data.ny.gov/Health/Health-Facility-Certification-Information/2g9y-7kqm/data>

NY Hospitals by Revenue Size



© 2021 Healthcare Association of New York State, Inc.

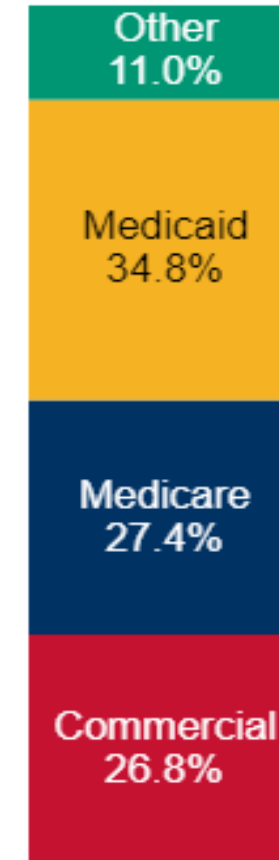
Source: NYS Hospital Institutional Cost Report

Statewide Average Hospital Payer Mix (2019)

Inpatient



Outpatient



Medicare and Medicaid payment rates do not keep pace with provider costs

- Over 70% of inpatient hospital discharges in NYS are paid for by Medicare or Medicaid
- Over 60% of hospital outpatient visits in NYS are paid for by Medicare or Medicaid
- In NYS, a high Medicare and Medicaid patient mix and associated underpayments is a leading indicator of distressed hospital status

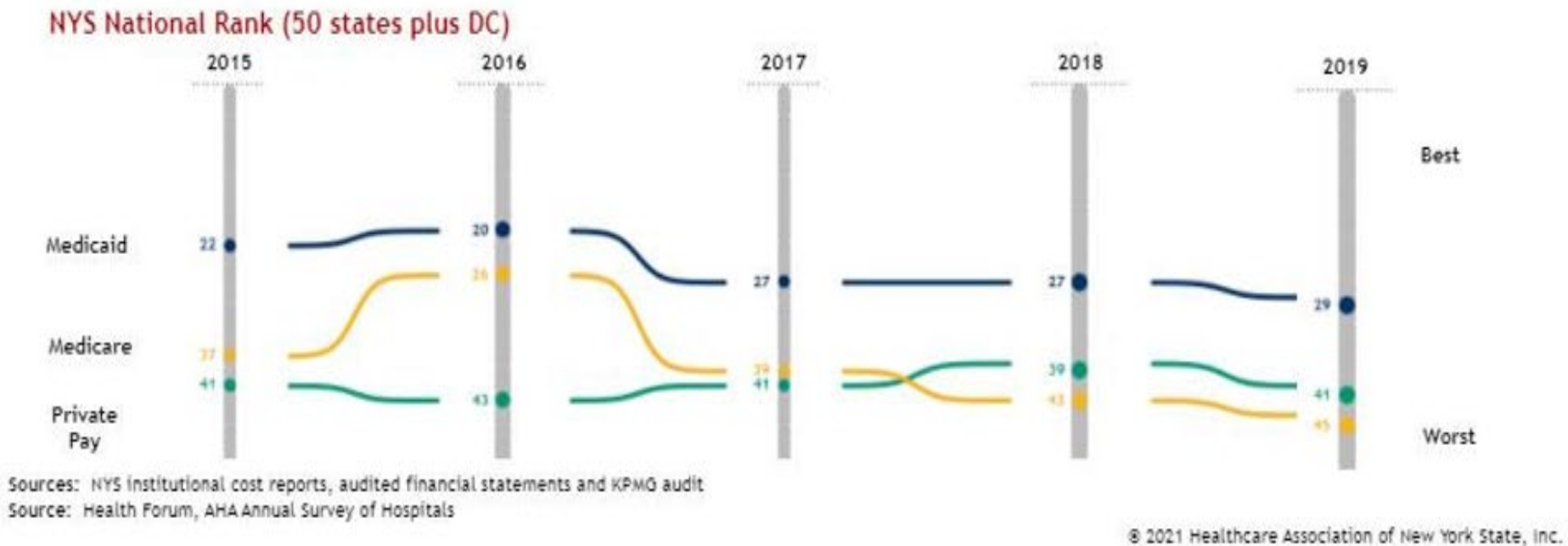


In NYS, Medicare pays 90 cents on the dollar



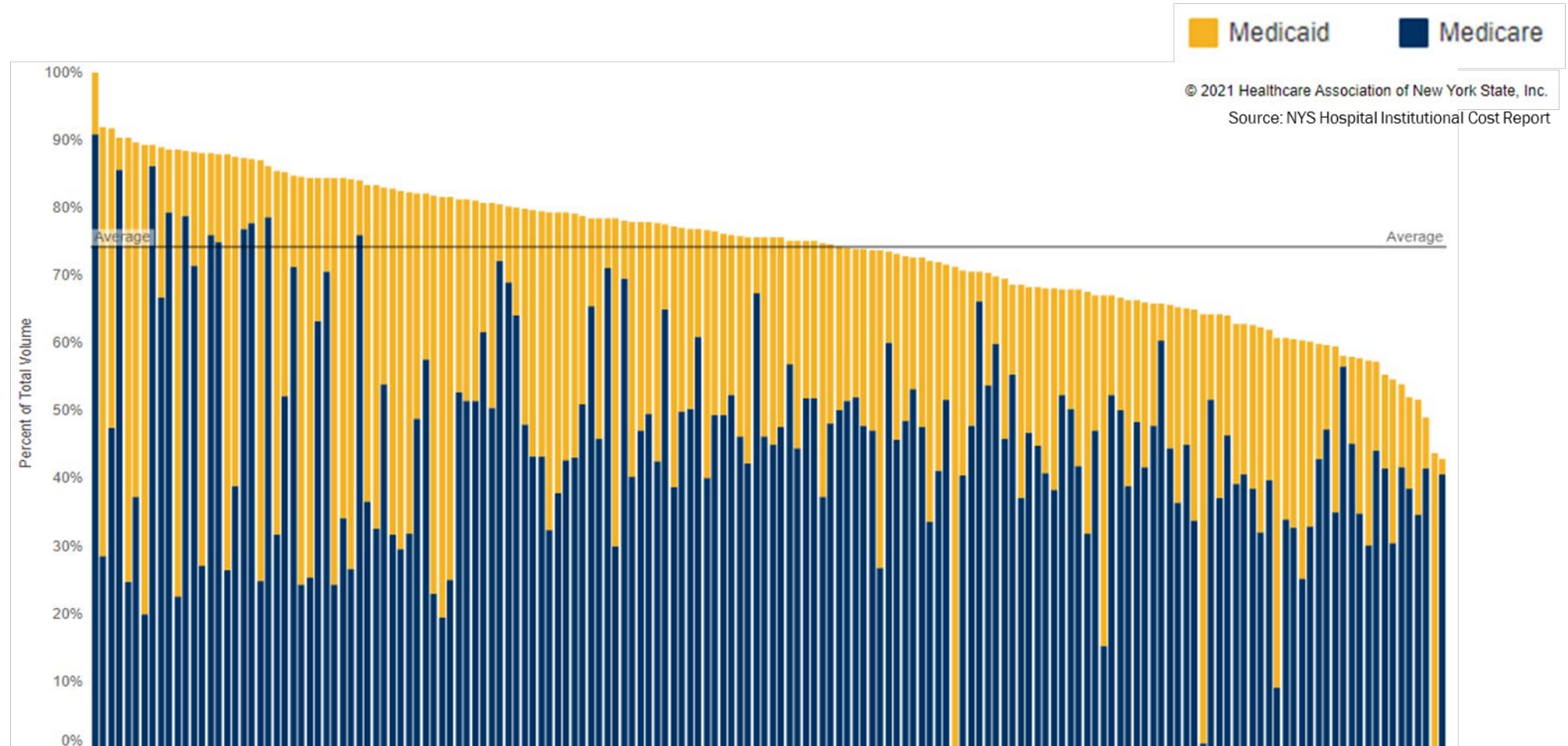
In NYS, Medicaid pays 67 cents on the dollar

NYS National Rank – Payment to Cost



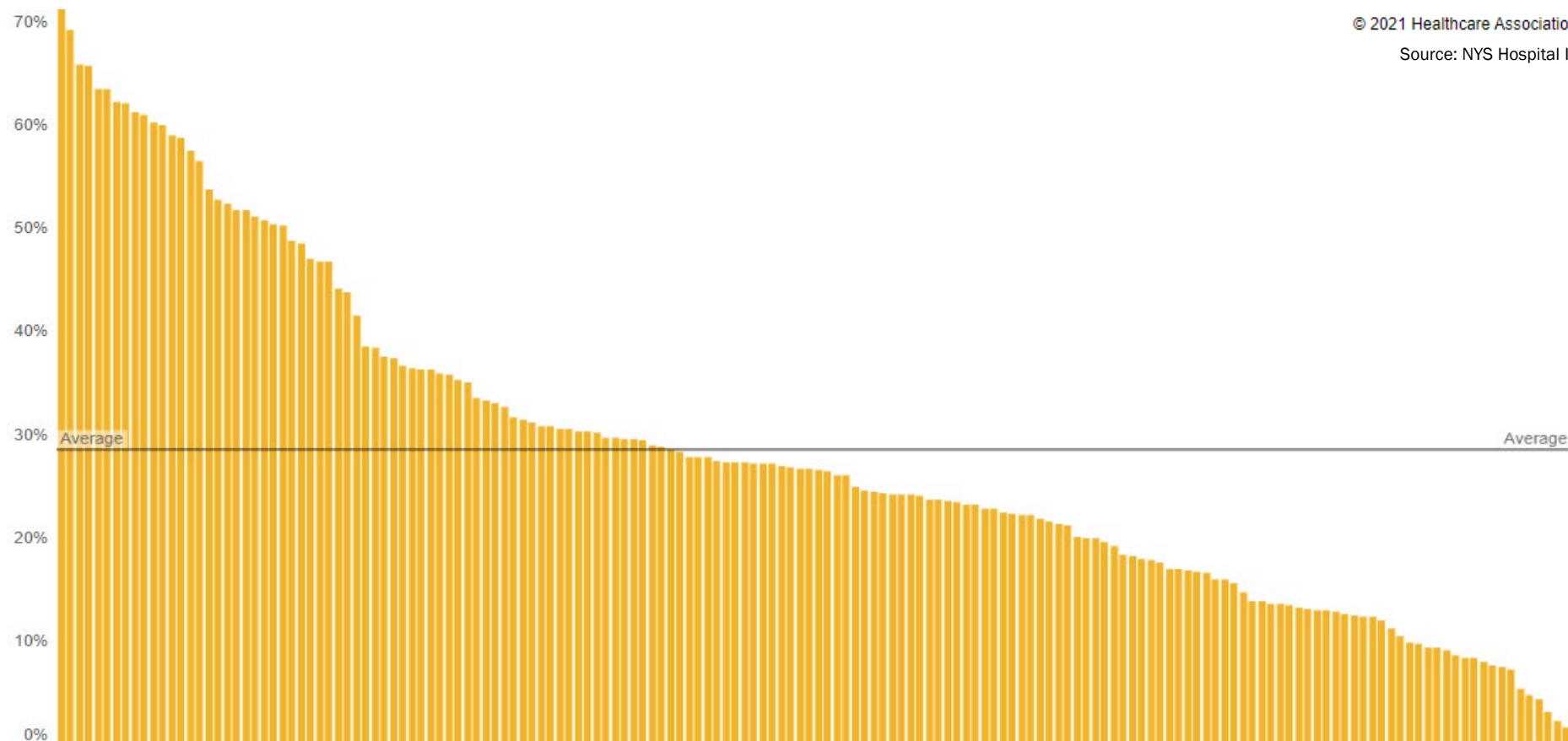
Hospital Inpatient Volume by Payer

Medicaid and Medicare



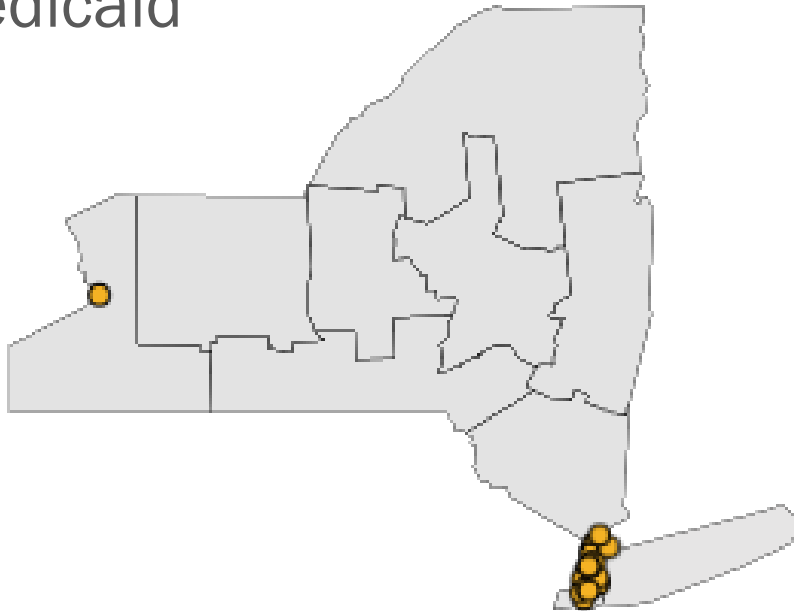
Hospital Inpatient Volume by Payer

Medicaid only

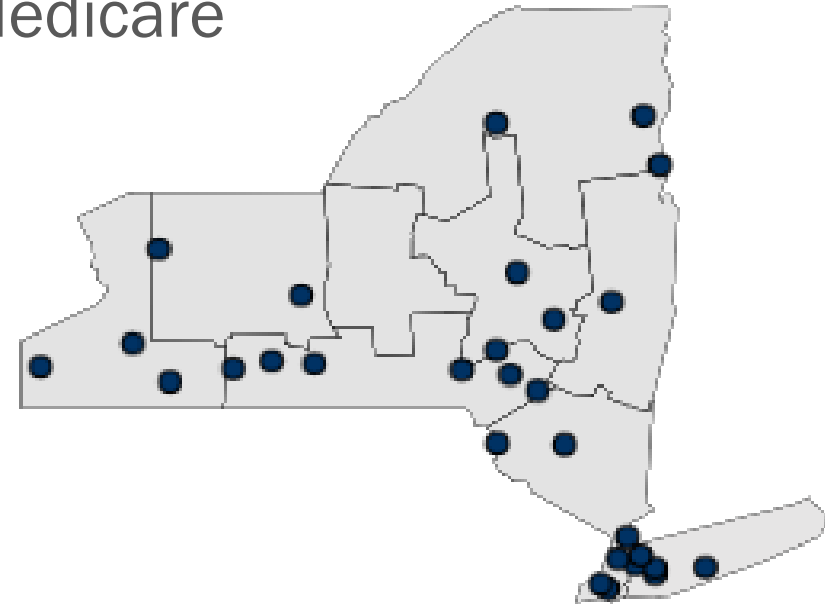


Inpatient Volume By Payer — Top 25

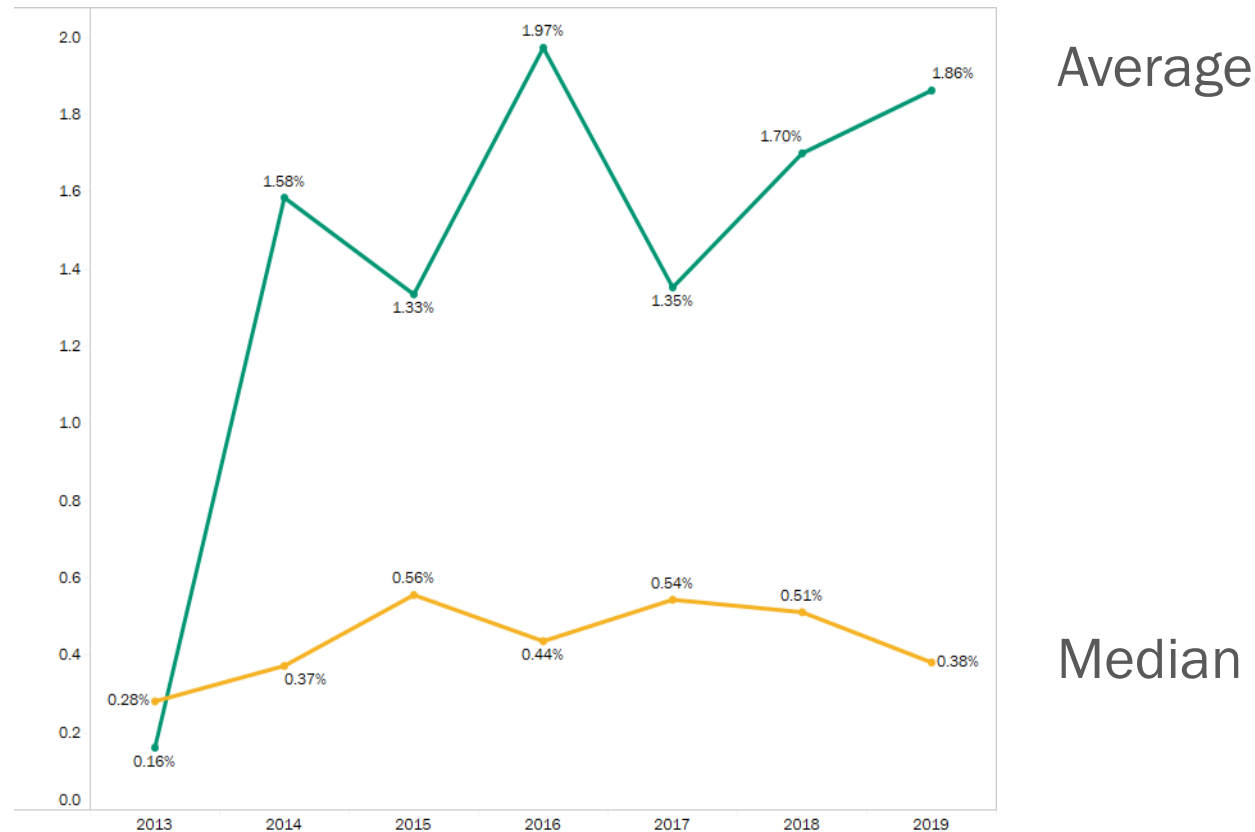
Medicaid



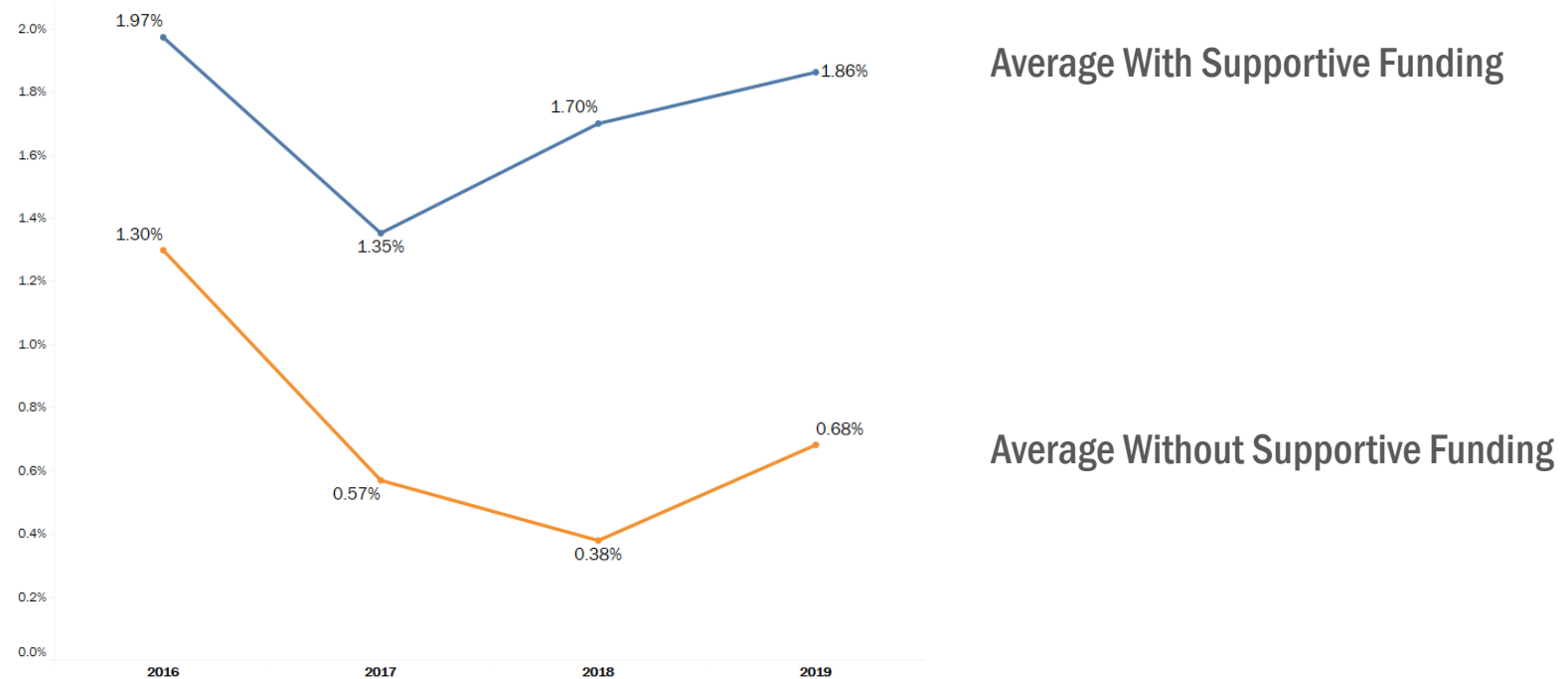
Medicare



NYS Average Hospital Operating Margin



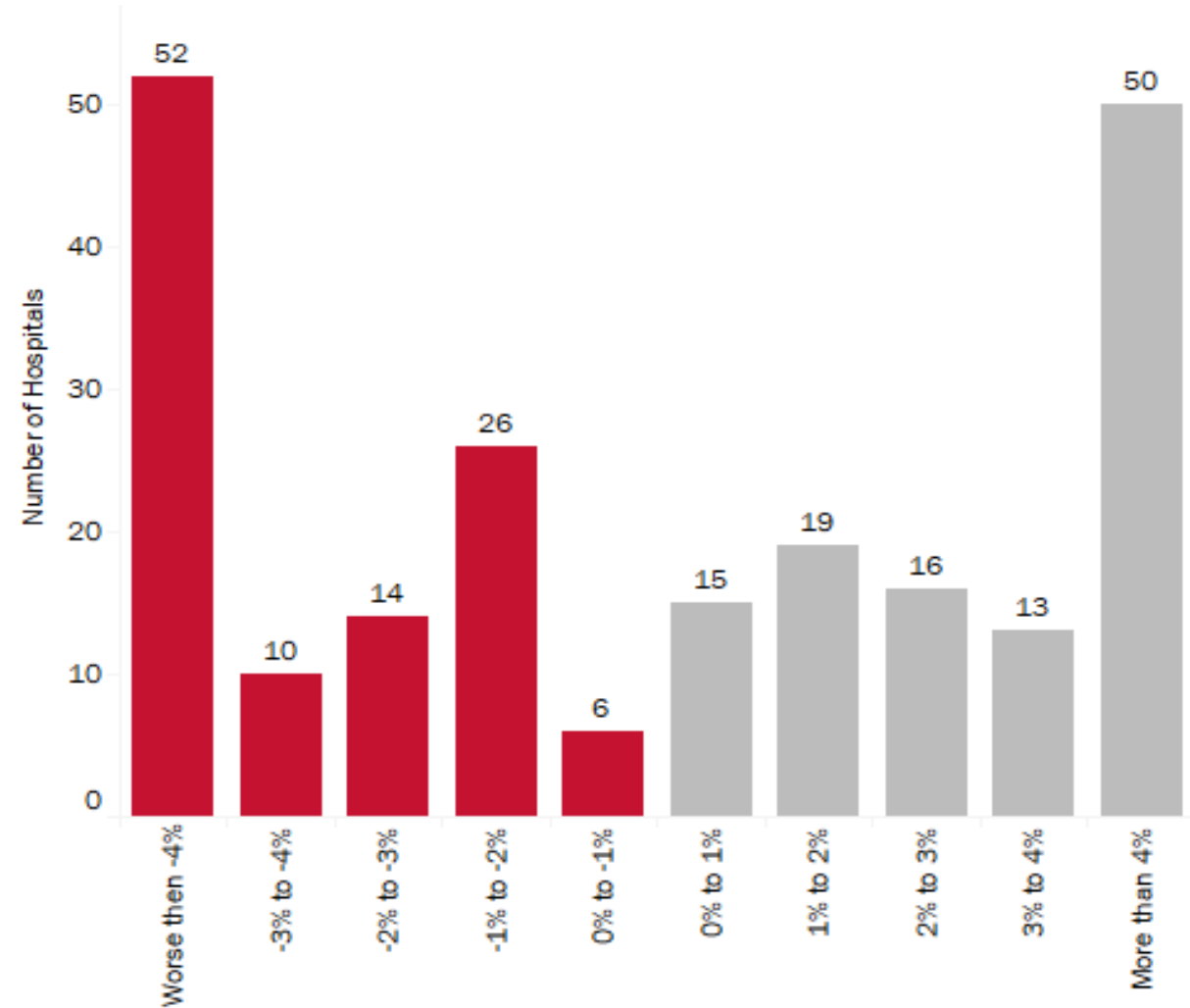
The Effect of Supportive Funding Reflects Funding for Distressed Hospitals and VAP



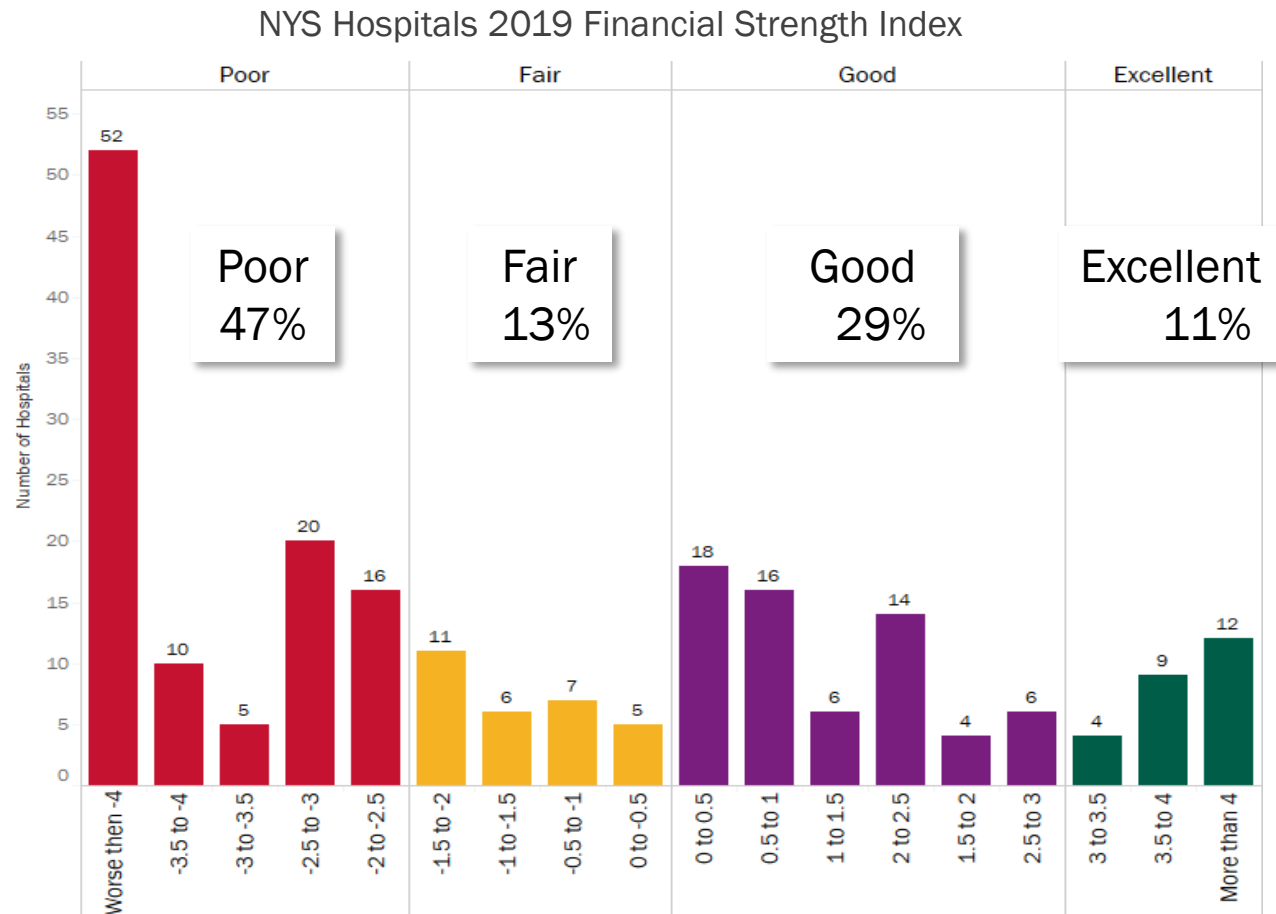
2019 NYS Hospital Operating Margins

49% of NY hospitals have
negative margins (106)

51% of NY hospitals have
positive margins (109)



Fiscal Strength Index

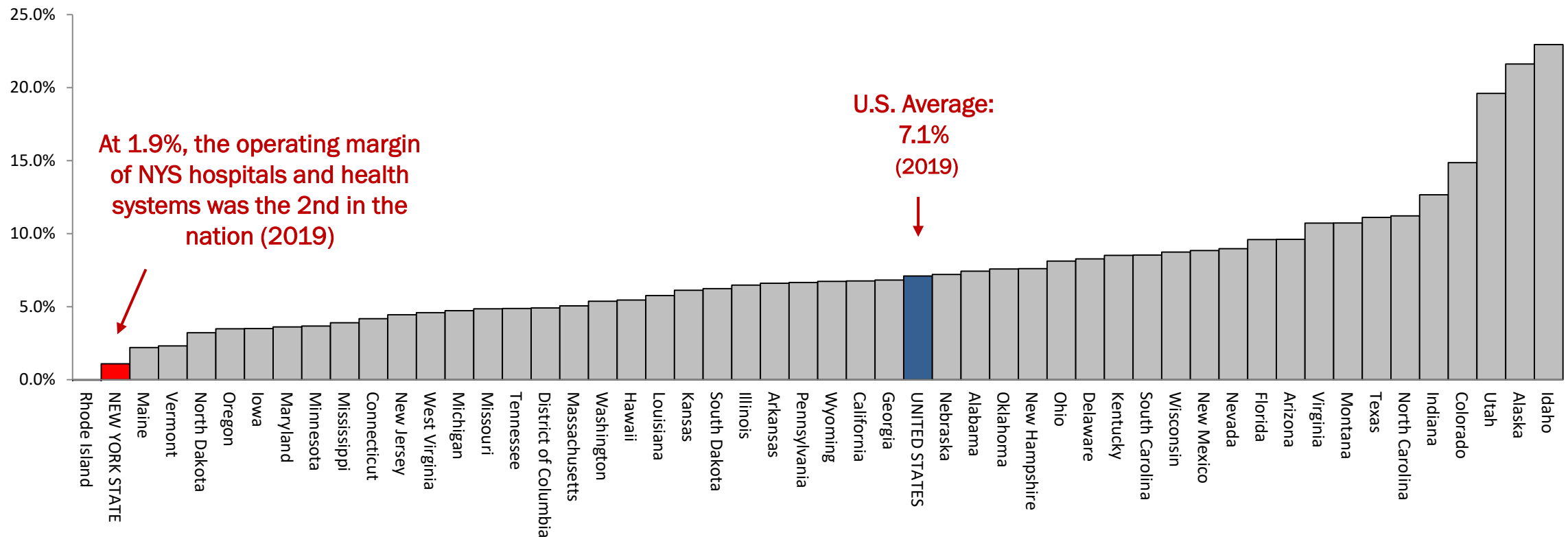


Fiscal Strength Index combines:

- Operating margin
- Days cash on hand
- Debt financing percent
- Average age of plant

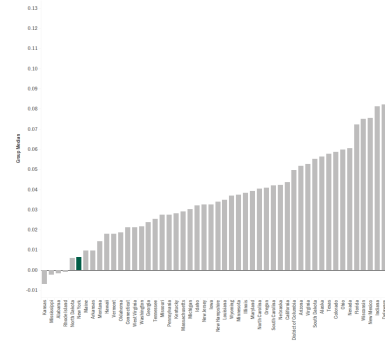
60% of NY hospitals are in fair or poor financial condition

NYS Consistently Reports the Lowest Operating Margin in the Country

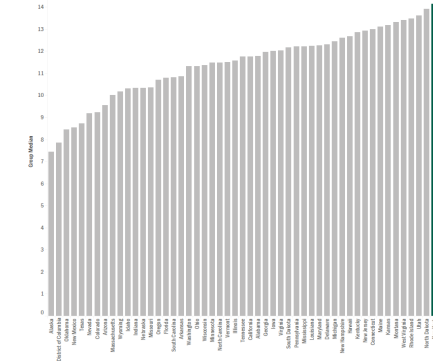


Snapshot of NYS hospital basic financial performance indicators (median)

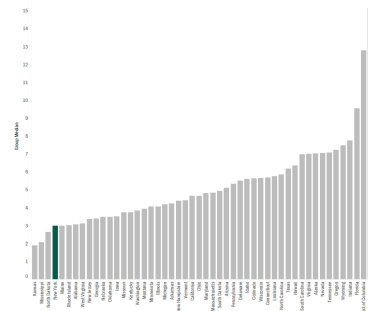
Operating margin
(higher is better)



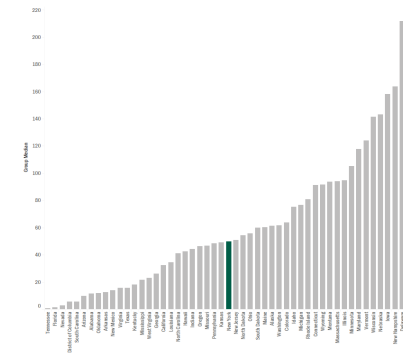
Age of plant
(Lower is better)



Debt service coverage
(higher is better)



Days cash on hand
(Higher is better)



The Role of Government in Hospital Payment and Policy

State advocacy



Advance proactive fiscal and legislative agenda

Evaluate pending state legislation

Issue memoranda of support/opposition

Engage in one-on-one advocacy

Current advocacy priorities include:

- addressing healthcare workforce challenges
- securing continued COVID-19 support
- ensuring financial stability of hospitals and nursing homes

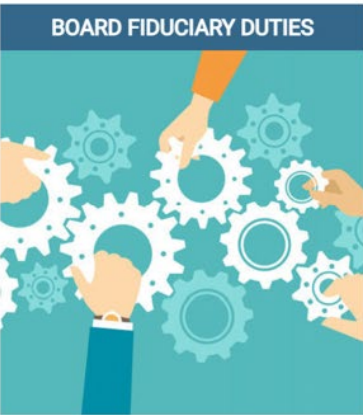
The Role of Government in Hospital Payment and Policy

Federal advocacy



- Advocate for COVID-19 relief funding
- Eliminate Medicaid DSH cuts
- Protect and expand GME funding
- Protect 340B Drug Pricing Program
- Fight site-neutral reductions
- Preserve small and rural hospital payments

Essentials for governance excellence



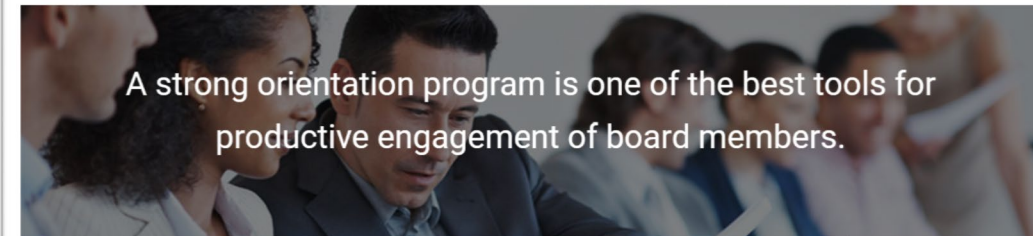
Essentials for Governance Excellence

New Board Member Orientation



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What we'll cover



- Fiduciary duties
- Financial basics for trustees
- Stewardship of mission, vision and values
- Governing leadership
- Management vs. governance
- Boardroom conduct
- Community-focused boards

Resources for New Board Members



 A screenshot of the governWell login page. The header shows the governWell logo and tagline. The login form has two input fields: 'Username or Email Address' with the value 'htnys' and 'Password' with the value 'Orientation2021'. There is a 'Remember Me' checkbox which is checked, and a 'Log In' button. Below the form, there is a link: 'Need help logging in? Click here.'

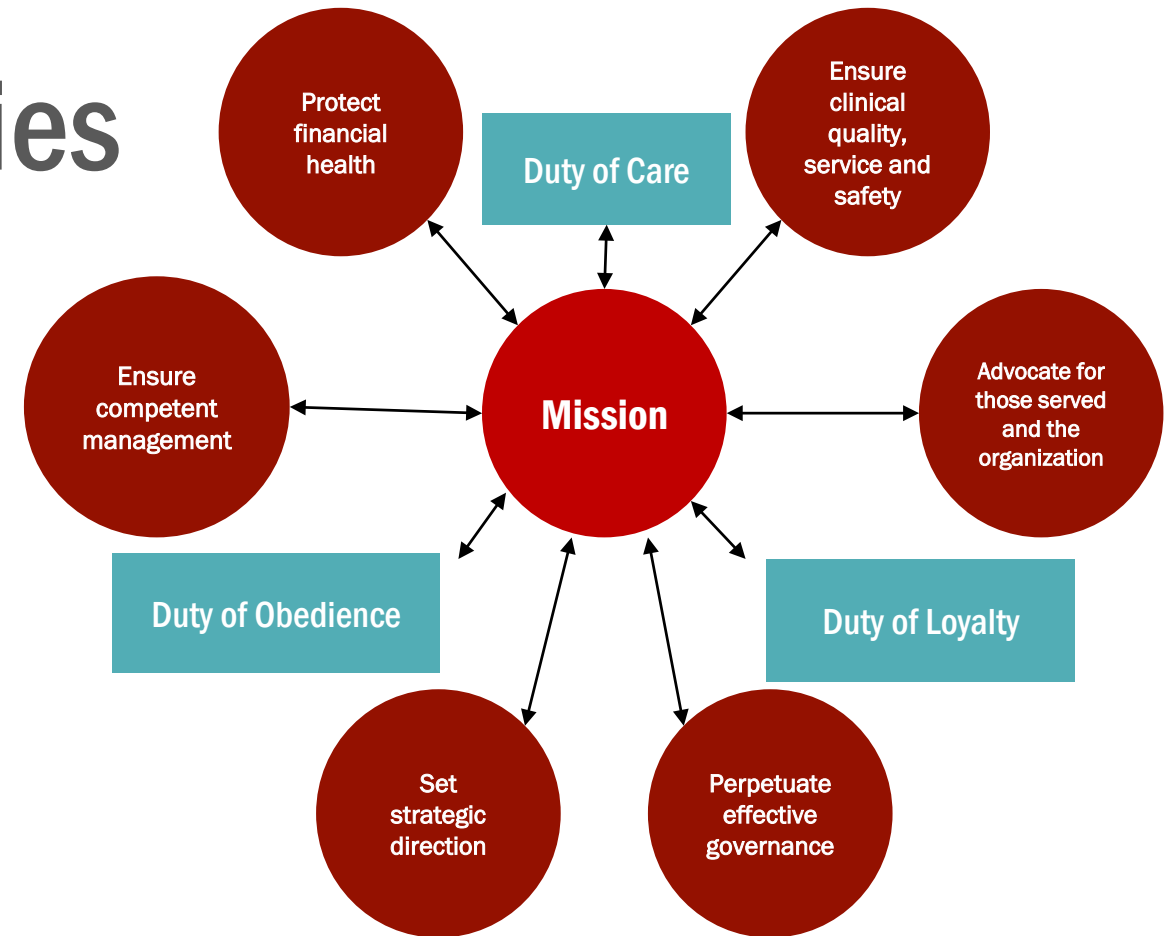
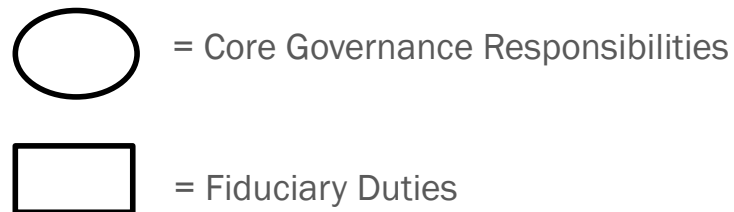
URL: htnysorientation.net

Username: htnys

Password: Orientation2021

A Board's Legal Duties and Core Responsibilities

Positioned to lead

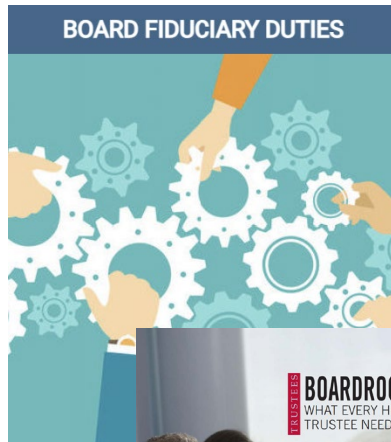


Source: Pamela Knecht, Accord Limited.
Board Leadership in Times of Disruption and Crisis, September 29, 2020

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Board Fiduciary Duties



- **Duty of Care:** Use the same level of judgment you would use in your own personal business activities
- **Duty of Loyalty:** Bars board members from using their board position to serve themselves or their businesses
- **Duty of Obedience:** Board members are faithful to the mission and follow all laws, rules and regulations

Carrying Out the Board's Fiduciary Duties

The Duty of Care is fulfilled by...

- Consistent attendance at board and committee meetings
- Attentive and thorough preparation for board meetings
- Exercising independent judgment
- Periodic examination of the performance of the CEO
- Meaningful review of the organization's finances and policies

The Duty of Loyalty is fulfilled by...

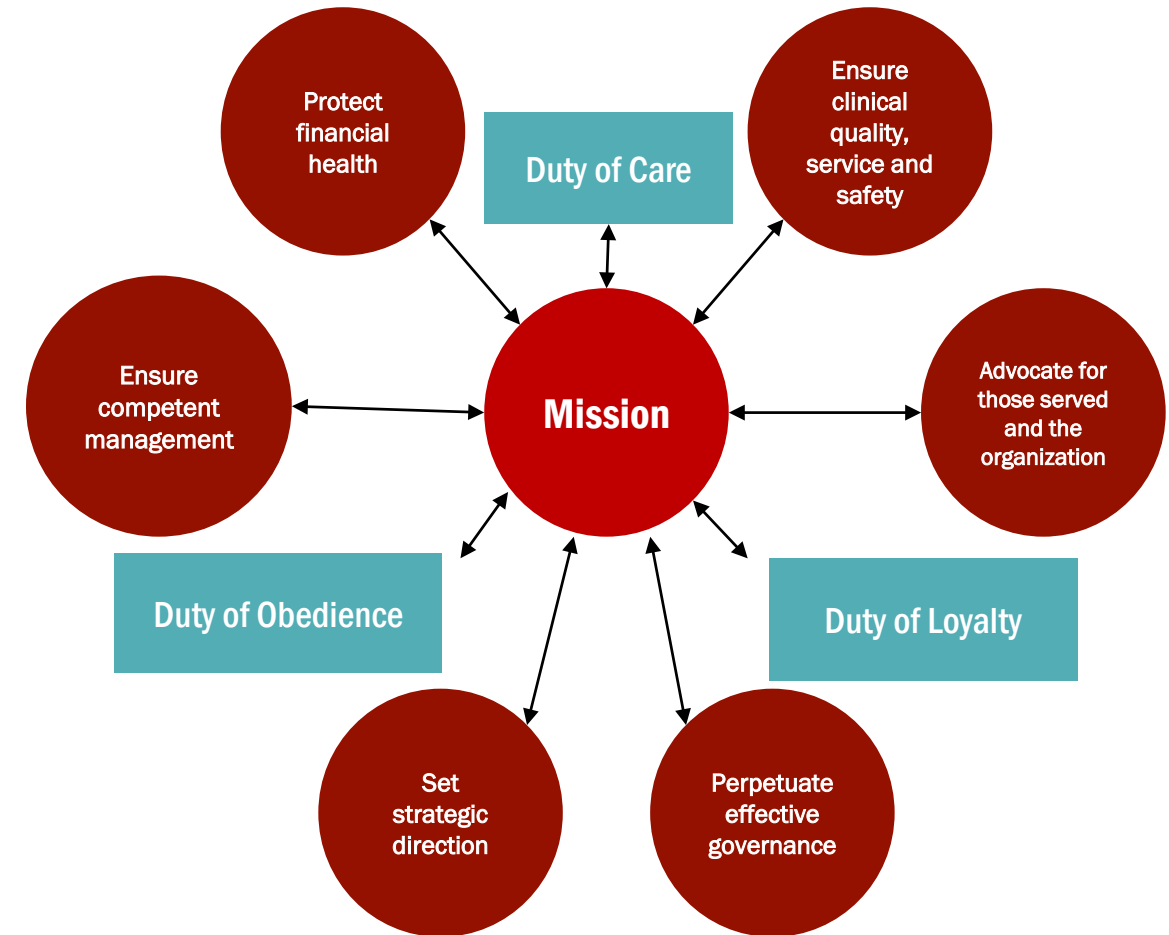
- Full disclosure of conflicts of interest
- Compliance with the organization's conflict of interest policy
- Avoidance of the use of corporate opportunities for personal gain or benefit
- Maintaining confidentiality when required

The Duty of Obedience is fulfilled by...

- Strict adherence to the bylaws of the board and the mission of the organization
- Compliance with all regulatory and reporting requirements
- Understanding of all documents governing the board and its operation (bylaws, articles of incorporation, board and committee job descriptions, charters, etc.)
- Ensuring that decisions further the organization's mission and comply with the scope of its governing documents

Board Core Responsibilities

- Protect financial health
- Ensure clinical quality
- Ensure competent management
- Oversee strategic direction
- Advocate for those served (community) and for the organization
- Perpetuate effective governance



Source: Pamela Knecht, Accord Limited.
Board Leadership in Times of Disruption and Crisis, September 29, 2020

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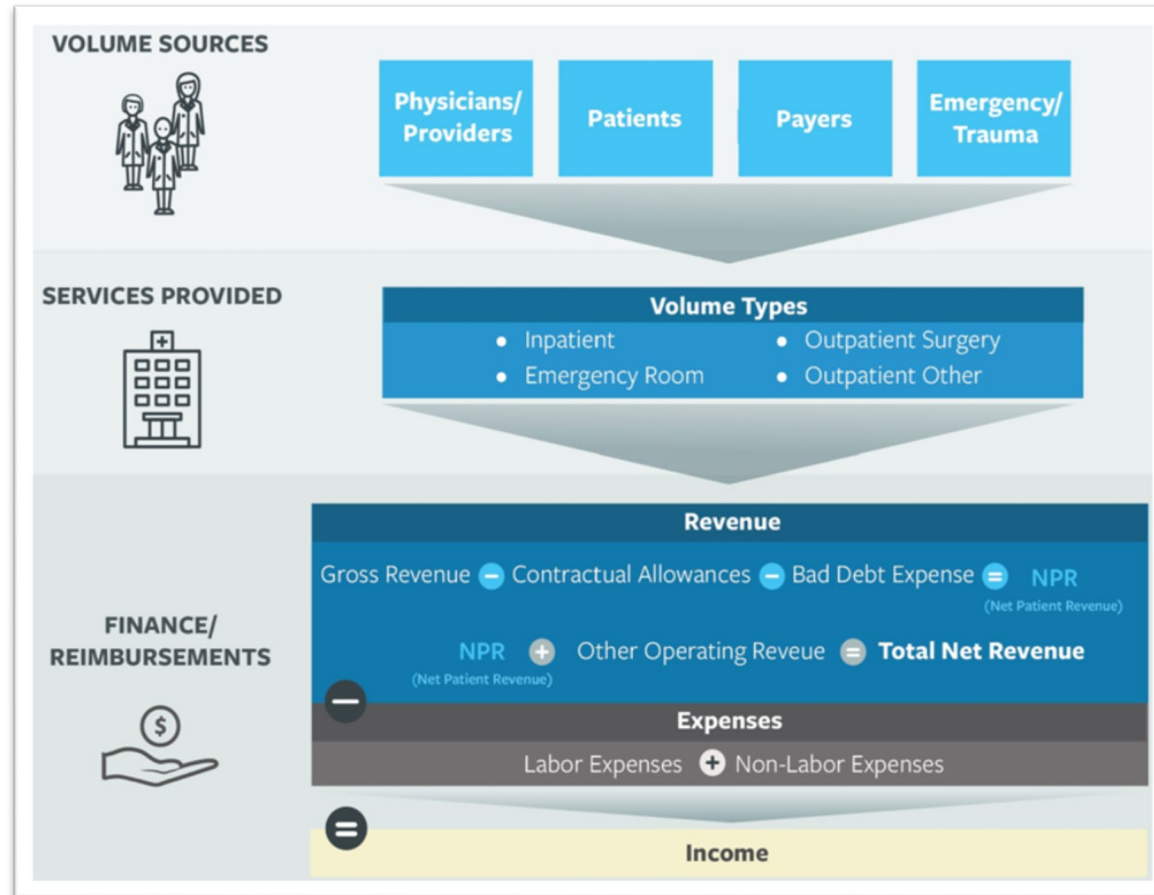
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Financial Basics For Trustees

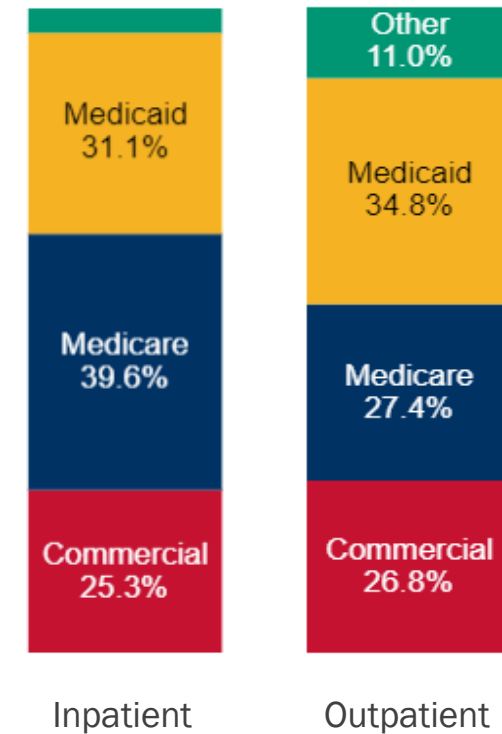


- **The board is responsible for ensuring** the financial success of the organization. To fulfill this responsibility, trustees must have a solid grasp of the indicators of financial health and be knowledgeable about key financial interrelationships
- **Applying firm and consistent** ethical practices to financial decision-making responsibilities is a necessary hallmark of an excellent healthcare board
- **The board** has the responsibility to protect the limited resources of the organization to ensure optimum services and benefit to the community

Complexity of Healthcare Financials



Statewide Aver. Hospital Payer Mix (2019)



Source: Texas Healthcare Trustees

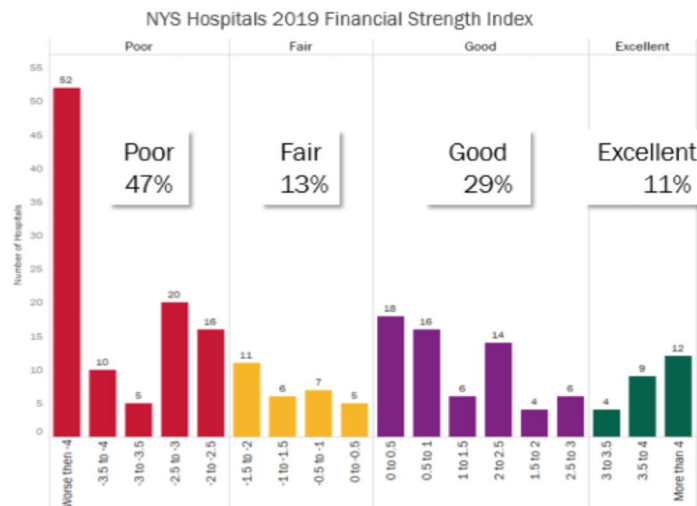
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Financial Statements and Operating Ratios

SCAN OF NEW YORK'S HOSPITAL SYSTEM

Fiscal Strength Index



Fiscal Strength Index combines:

- Operating margin
- Days cash on hand
- Debt financing percent
- Average age of plant

60% of NY hospitals are in fair or poor financial condition

- The Balance Sheet
- The Statement of Operations/Income Statement
- The Statement of Cash Flows
- Statements of Accounts Receivable and Revenue
- Total Margin
- Return on Equity
- Long-term Debt to Capitalization

The Board's Financial Oversight Role



Knowledge Resources for Governing Effectiveness

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Financial Basics for Trustees

The board is responsible for ensuring the financial success of the organization. In order to fulfill this fiduciary responsibility, trustees must have a solid grasp of the indicators of the health care organization's financial health and be knowledgeable about key financial interrelationships.

For the lay person, or the person with limited knowledge of financial statements and financial statement analysis, the issue of corporate governance and oversight as they relate to financial statement analysis can be an intimidating task. In order to effectively serve as a board member, trustees must begin by understanding their responsibility as a board member and then learn the financial basics necessary to fulfill their role.

The Board's Role in Financial Oversight
The board is responsible for the financial success of the organization and fulfills a fiduciary responsibility that is defined as: a duty of organizational loyalty; a duty of care through application of business judgment; and a duty of obedience in abiding by laws, regulations and standards of hospital operations. Applying firm and consistent ethical practices to decision-making responsibilities is a necessary hallmark of the hospital board. An abiding interest in utilizing a "moral compass," well-established ethical principles to be used when deciding about board actions that concern ethical/moral dilemmas of services provided to the community served, provides the necessary balance to board decisions.

Boards have a broad responsibility to protect the limited resources of the organization to ensure optimum services and benefit to the community. The board must ensure the cost-effective utilization of resources and the establishment of both long-range and short-range financial plans. The board should regularly review

meaningful and understandable financial reports, ensure that adequate capital is available for investment strategies, and actively participate in and encourage regular philanthropic efforts.

One of the most critical functions of the governing board is protecting the organization's financial status. The board should establish financial goals in a variety of key areas, including growth, debt capacity, return on equity and other areas that define financial success. The board approves the annual operating and capital budgets, receives and approves a variety of budget reports throughout the year, primarily through a finance committee, and oversees the organization's investment policies and goals.

Key Financial Questions for Boards to Consider

When reviewing the organization's finances, the board should know answers to questions such as:

- What is your organization's payer mix? How is it changing?
- What are the organization's major investments, and are they financially sound?
- What are the major drivers behind changes in the organization's key financial metrics over the past 3 years?
- What are the organization's financial projections for the future, and what assumptions were used?
- How has/will COVID-19 impact the organization's financial viability?
- Does the board have a sufficient financial understanding to review and analyze financial statements, trends and projections and identify warning signs and the potential need for a change in the organization's course?

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- **Establish and approve** financial goals, including goals related to growth, debt capacity, return on equity and other areas that define financial success
- **Approve** annual operating and capital budgets
- **Receive and approve** various budget reports throughout the year, primarily through a finance committee
- **Oversee** investment policies and goals

Asking the Right Questions



Key Financial Questions for Boards to Consider

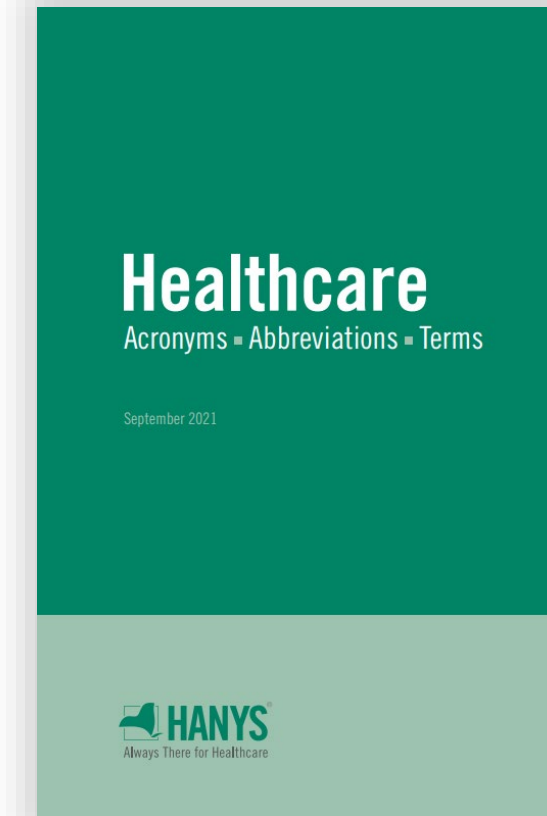
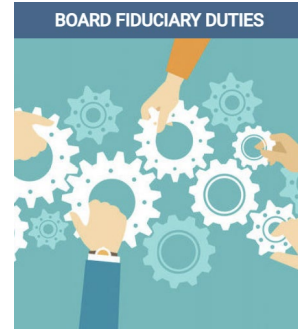
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Understanding Healthcare Terms



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Stewardship of Mission, Vision and Values

Mission, vision and values are the guiding statements that drive organizational success

MISSION, VISION & VALUES

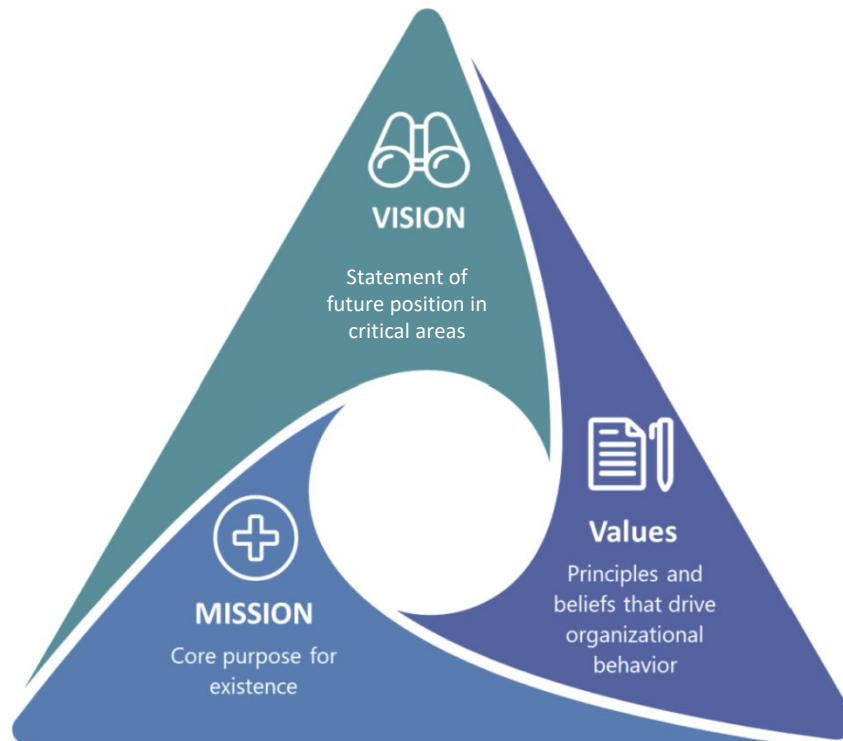


Our Mission, Vision,
and Values.

The Board: “Keepers of the MVV”

- **Successful governing boards know** that the mission, vision and value statements, when properly developed and used, are the primary driver for every governance discussion and decision
- **The board ensures** that the entire healthcare family, from top to bottom, sees their role and value in achieving the organization’s mission and vision
- **The board**, more than any other group of leaders, **is responsible** as the “keepers” of these critical guideposts

The Strategic Triangle



Vision

- Statement of future position in critical areas
- Imagines future possibilities
- Guides strategic choices

Mission

- Core purpose for existence
- Unique description that clearly defines the hospital's unique service differentiation

Values

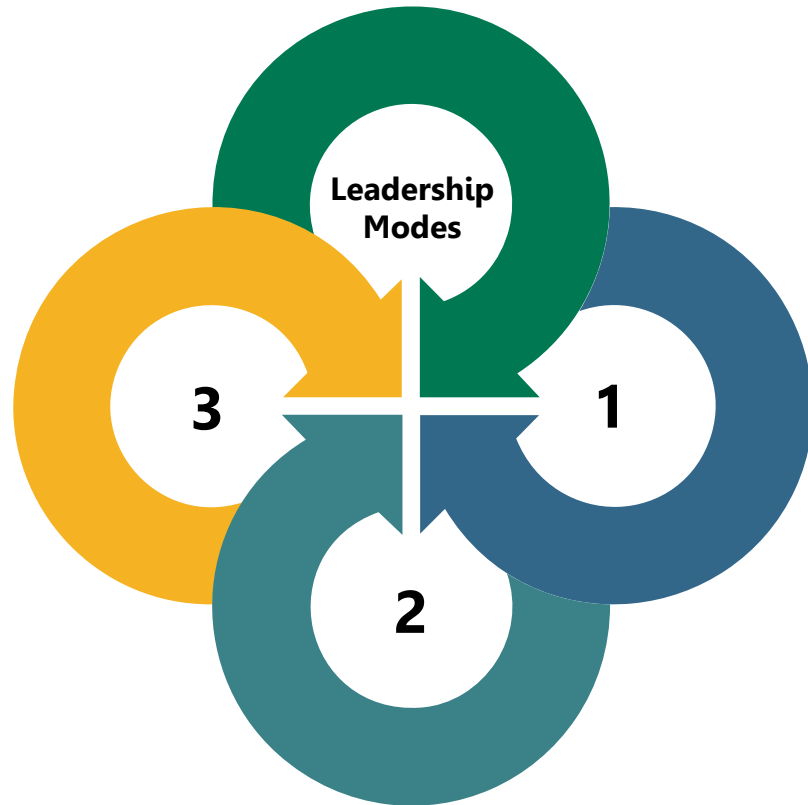
- Principles and beliefs that drive organizational behavior
- Guide conduct and define accountability

Governance as Leadership

Traits of High-performing Boards



What High-performing Boards Do Differently



#1: Generative

#2: Strategic

#3: Fiduciary

Balance

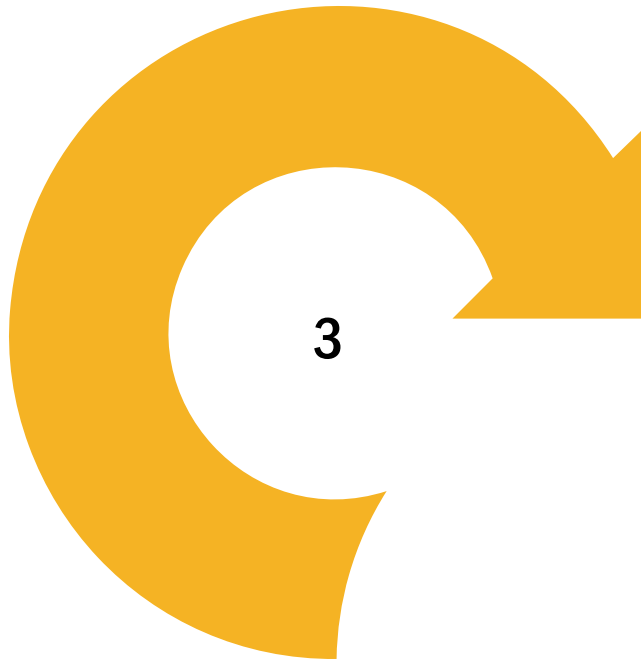
Source: Governance as Leadership: Reframing the Work of Nonprofit Boards. Richard Chiat, William Ryan and Barbara Taylor

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Oversight

Fiduciary Leadership



- Board's purpose: Stewardship of assets
- Board's role is a sentinel
- Attention to financial discipline
- Mission fidelity
- Ensuring that resources are used effectively and in service of the mission
- Ensuring compliance/oversight
- Board organized according to administrative functions
- Problems are to be spotted

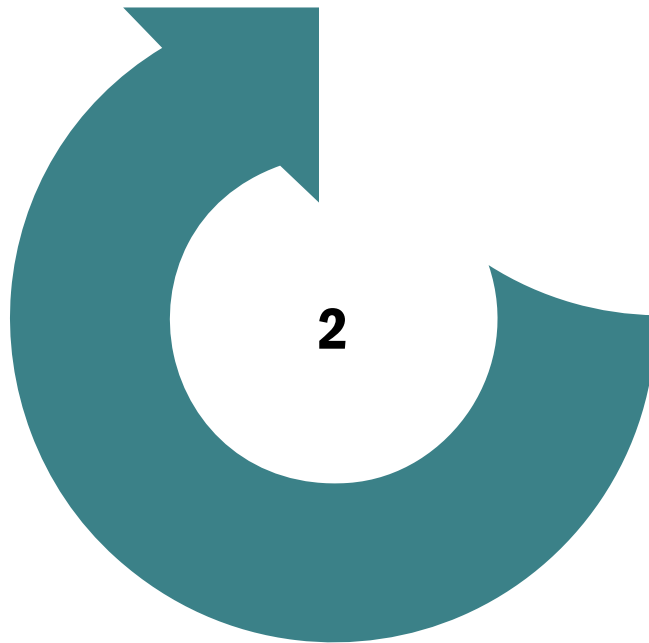
Source: Governance as Leadership: Reframing the Work of Nonprofit Boards. Richard Chiat, William Ryan and Barbara Taylor and governWell™ BoardBrief.

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Foresight

Strategic Leadership



- **Board's purpose: Strategic partnership with management**
- Board helps shape strategy
- Board works with staff to establish priorities
- Board interested in external forces and competition
- Board organized according to strategic priorities
- Problems are to be solved

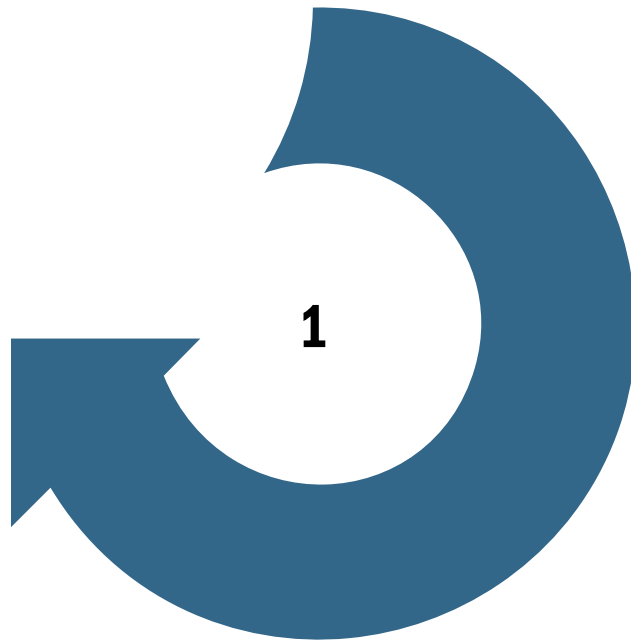
Source: Governance as Leadership: Reframing the Work of Nonprofit Boards. Richard Chiat, William Ryan and Barbara Taylor and governWell™ BoardBrief.

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Insight

Generative Leadership



- Board's purpose: Leadership for organization
- Board's role is as sense-maker
- Board discerns problems from multiple points of view
- Board sees themselves as inventive leaders
- Board values learning
- Board not prone to “diving into the weeds”
- Board assesses its performance
- Problems are to be framed

Source: Governance as Leadership: Reframing the Work of Nonprofit Boards. Richard Chiat, William Ryan and Barbara Taylor and governWell™ BoardBrief.

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Governance vs. Management

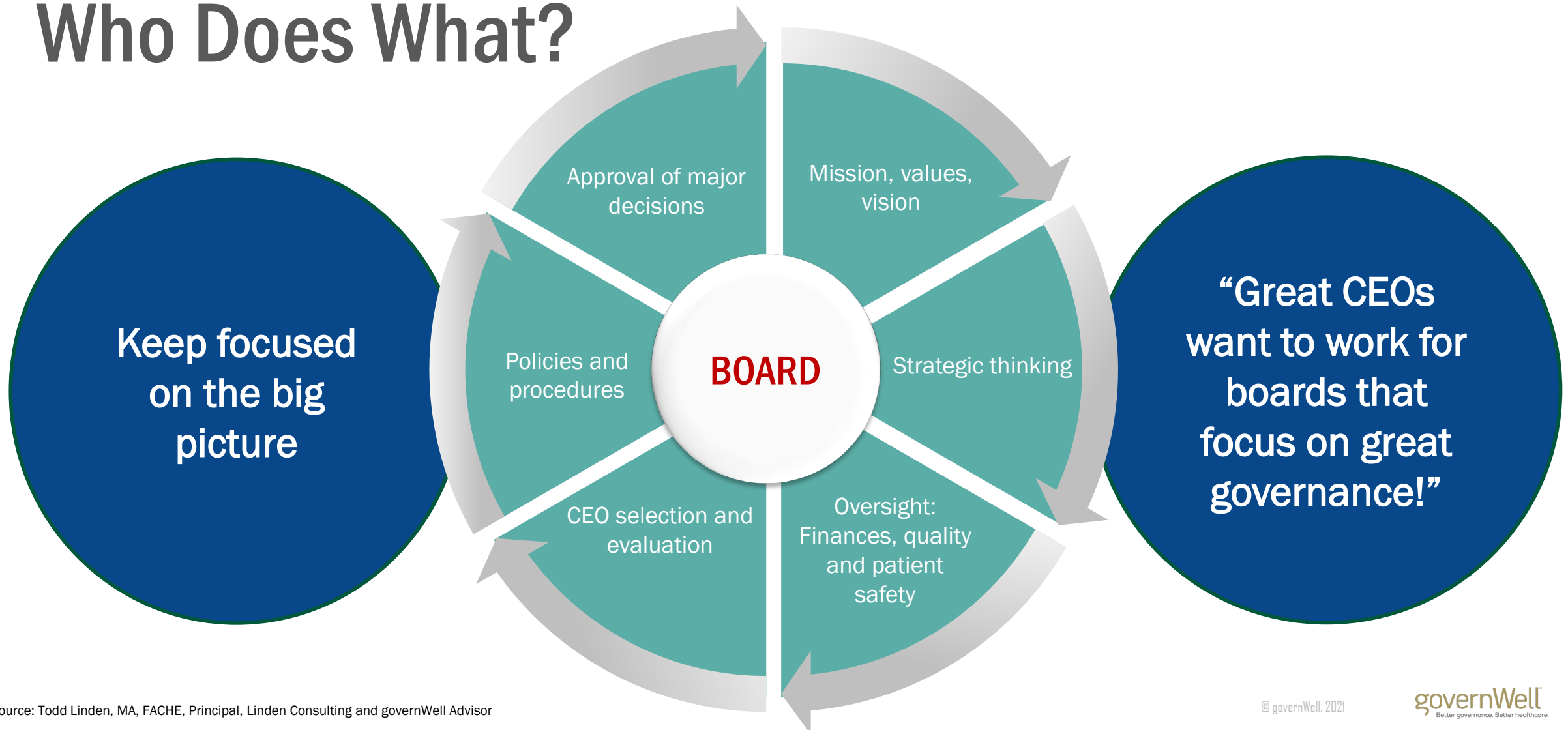
- **The board** and management each play a unique and critical role in the organization's ability to fulfill its mission and vision
- **Understanding** the differences between governance and management roles is crucial to organizational success
- **When working together** in their correct roles, the partnership between the board and management can help organizations excel in meeting the community's needs in the best and most effective ways possible



The “Fine Line Challenge”

- **Board members** must understand that they are expected to be leaders and overseers, not managers and implementers
- **Board members** should be concerned with the “what” not the “how”
- **Micromanagement** is a term generally applied to boards that pay too much attention to details and not enough attention to the “big picture” strategic issues
- **When** board and management step out of bounds of their respective responsibilities, the result can be disastrous

Who Does What?



Source: Todd Linden, MA, FACHE, Principal, Linden Consulting and governWell Advisor

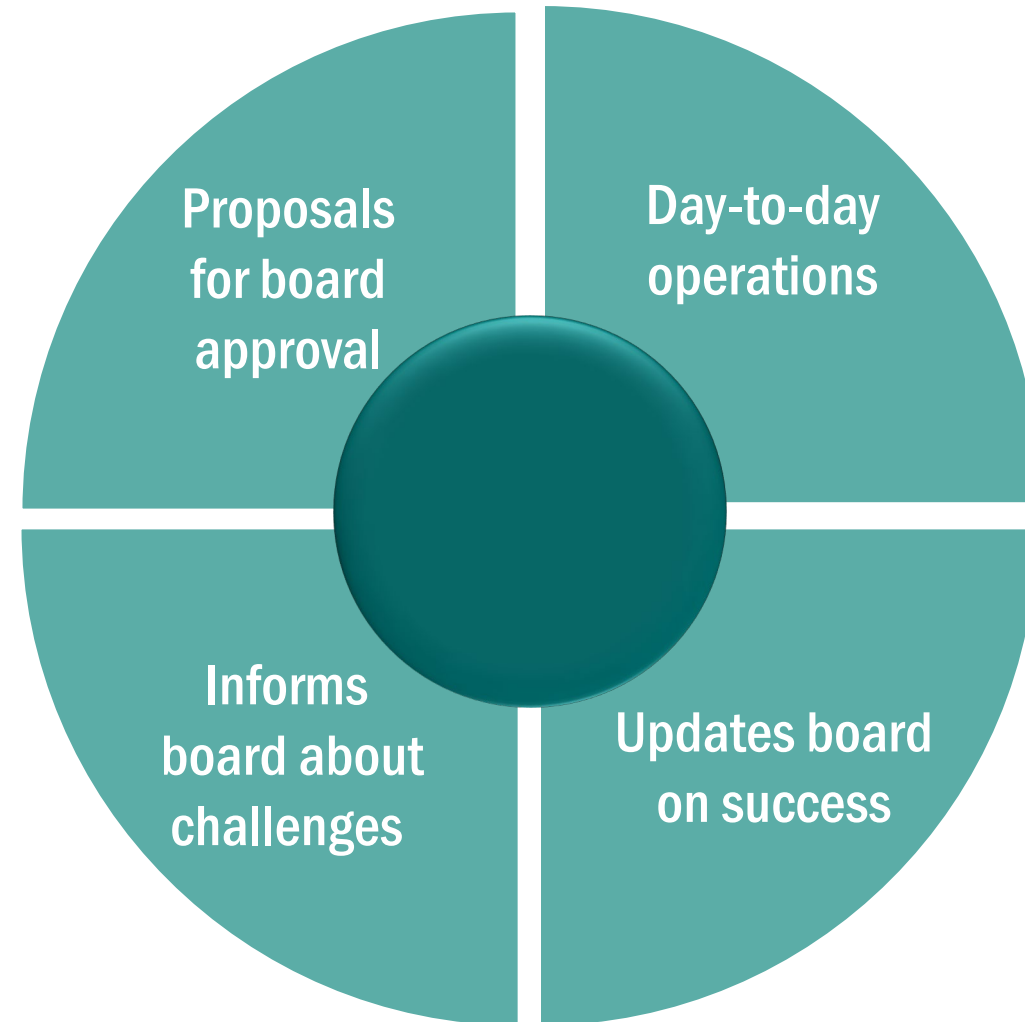
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Who Does What?



This is the one time it's okay to weigh-in on management issues...when asked.



Source: Todd Linden, MA, FACHE, Principal, Linden Consulting and governWell Advisor

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Board vs. Management Key Functions Table

Strategy		
Responsibility	Board Role	Management Role
Development and Review of Mission, Values and Vision	<ul style="list-style-type: none"> Approves and helps formulate Participates in annual strategic planning that reviews and updates the statements, when necessary 	<ul style="list-style-type: none"> Provides input and background materials for board review and discussion prior to formulating and/or updating the statements
Implementation of Mission, Values and Vision	<ul style="list-style-type: none"> Makes decisions that support the mission, values and vision 	<ul style="list-style-type: none"> Establishes and carries out Sets the tone and expectations for the culture of the organization
Long-term Strategic Plan	<ul style="list-style-type: none"> Exhibits leadership in strategic thinking and planning sessions, reviewing relevant materials and engaging in robust debate and dialogue about critical issues impacting the organization Determines strategic directions, including strategic initiatives that address identified community health needs identified Approves the long-term strategic plan 	<ul style="list-style-type: none"> Enables well-informed, data-driven board discussions, debate and decision-making by providing relevant data, information and background materials and input Develops strategic recommendations, measurable objectives, action plans and budgets to support and implement strategic goals and direction
Short-term Plans	<ul style="list-style-type: none"> Ensures progress towards goals through regular monitoring and oversight 	<ul style="list-style-type: none"> Develops and implements plans

Boardroom Conduct

Legally, board members must take particular care to:

- Become thoroughly informed before making a business decision (Duty of Care)
- Put the needs of the organization first when taking responsibility for its operations (Duty of Loyalty)
- Abide by laws, regulations and standards of the organization's operations (Duty of Obedience)

Each duty may be applied in a court of law to determine whether a board member has acted improperly.

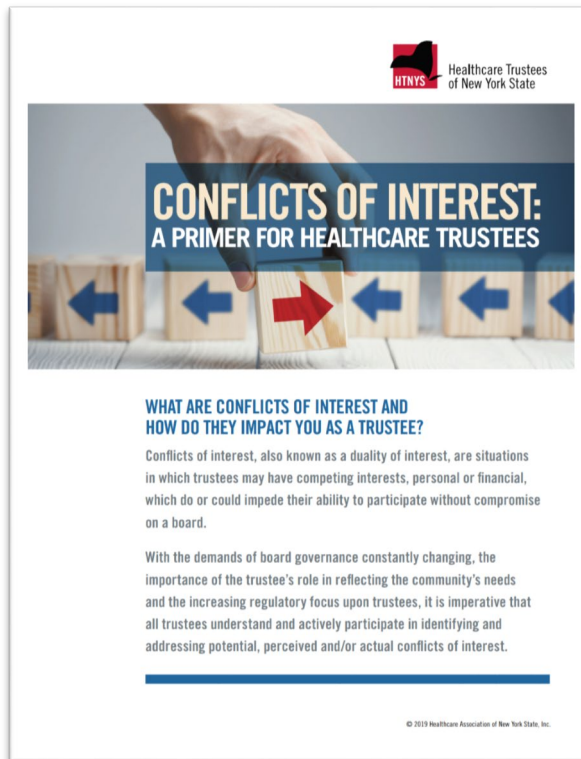


Duty of Obedience Behaviors

The IRS recommends several board actions to promote good governance practices related to the board's duty of obedience:

- ✓ Disclosure of potential personal conflicts of interests
- ✓ Develop both a code of ethics and whistleblower policies
- ✓ Adopt and monitor specific fundraising policies
- ✓ Carefully outline and determine compensation practices
- ✓ Develop and strictly adhere to document retention policies

Avoiding Conflicts of Interest



- **Understand your board's** current conflict of interest policy and actively revisit the policy.
- **Continuously evaluate your own potential conflicts** and seek guidance from your board chair, hospital or health system CEO or general counsel to ensure transparency and compliance.
- Discuss and understand **what you are personally liable** for both during and after your service on a board.
- Encourage your board to **engage in regular conversation** regarding conflicts of interest policies.

Source: HTNYS, *Conflicts of Interest: A Primer for Healthcare Trustees*, 2019

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Heightened Scrutiny and Pressure

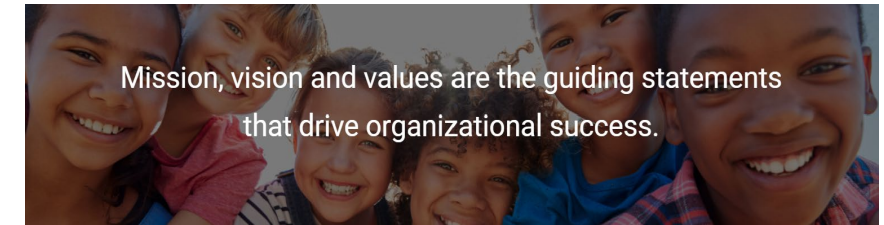


Source: Boeing.com

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Community-focused Boards



Mission, vision and values are the guiding statements that drive organizational success.

- **Define clearly** the “community” (or communities) served
- **Ensure a mission** that describes the organization’s commitment and is used to evaluate key decisions facing the hospital/health system
- **Conduct an assessment** of the community’s health status
- **Develop indicators** of community health status
- **Build and sustain board responsibility** for community involvement and health improvement

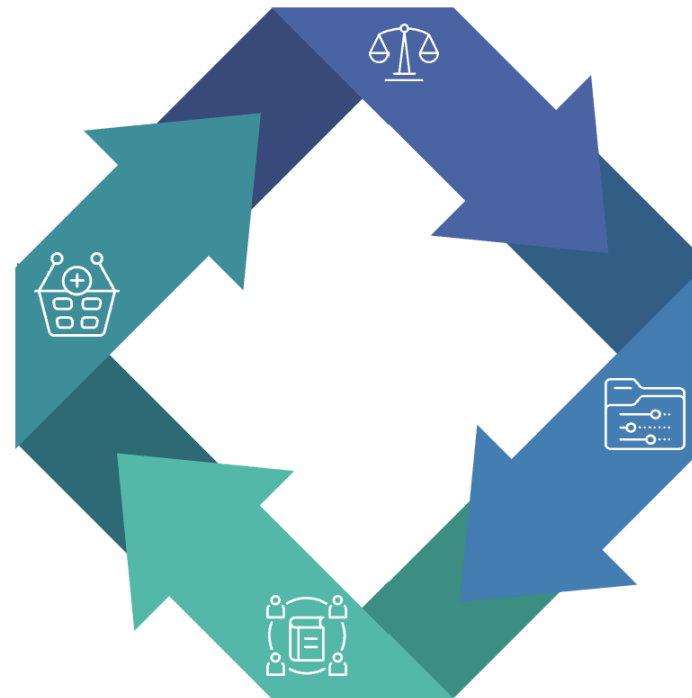
The Board's Role | Four leadership actions

Establish Strategic Intent

Mission, values and strategic priorities should reflect a strong commitment to health equity and addressing disparities. Use existing strategic initiatives as “touchstones” for moving forward.

Lead through Collaboration

Collaboration is essential to effectively addressing health equity. Move beyond the “four walls of the hospital” for greater impact. Engage trustees as ambassadors for building relationships with public health and community-based organizations.



Reflect, Understand and Learn

Look both internally and externally to better understand inequities. Establish a culture of equity in which all staff and providers are motivated to address disparities. Learn from best practices and other organizations pursuing health equity.

Ensure Meaningful, Measurable Goals

Unless specifically measured, disparities in healthcare may go unnoticed. Equity should be a key part of quality improvement efforts and community outreach programs.

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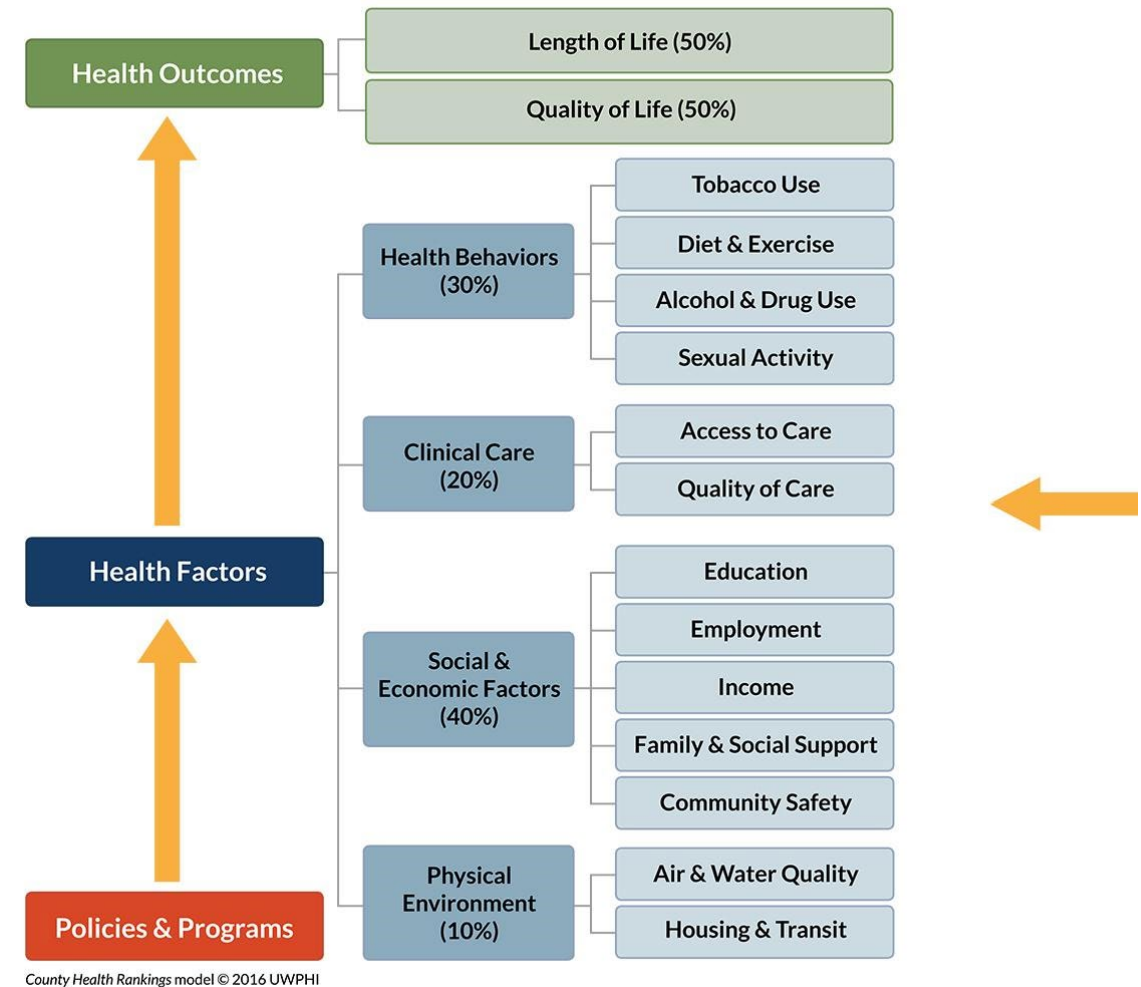


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Understanding SDOH and Community Needs

What influences how healthy residents are and how long they will live?



Understanding Social Determinants

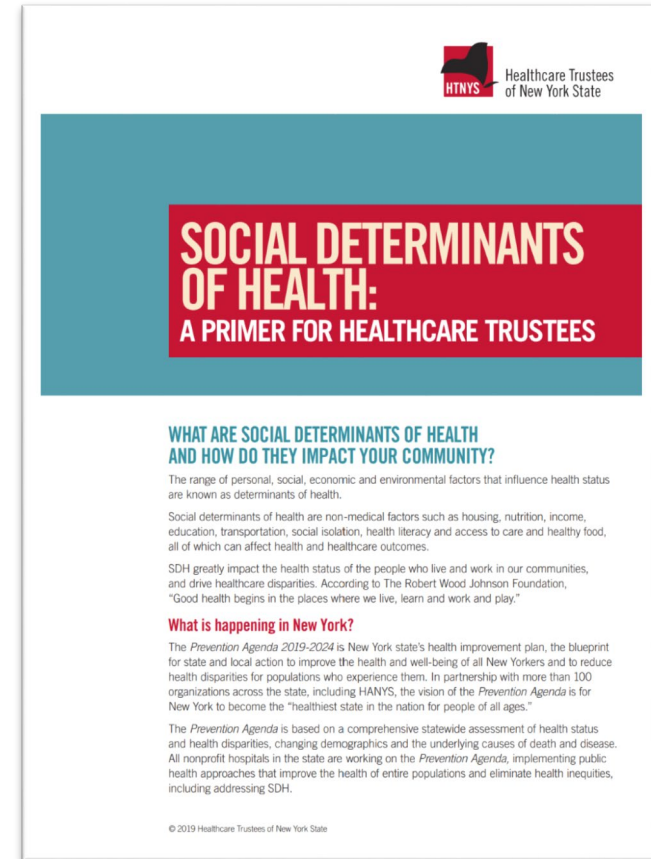


“It is important for trustees to understand how the social determinants of health impact the health of their communities. Building partnerships today to address social determinants of health can create the potential to work together in new ways over time to not only improve the health of our communities but to also address health inequity issues in our society.”

Victor Ayala

Board Member, One Brooklyn Health

Board Member, HTNYS



Source: Healthcare Trustees of New York State 2019

Understanding Health Equity





Community Health Requirements

Federal ACA community benefit requirement for tax-exempt hospitals:

- Conduct a Community Health Needs Assessment every three years
- *Goal: Ensure tax-exempt hospitals and healthcare systems are meeting the needs of their communities and are providing greater transparency and accountability*

NYS requirement:

- Create and implement a Community Service Plan:
 - Includes mission statement, health issues facing the community and the hospital's plan (i.e., programs or services) for meeting those needs.
 - Submit annual CSP updates and a "Comprehensive CSP" (includes CHNA) every three years to NYSDOH (next is due Dec. 2022)
 - Many governing boards review and approve CSPs
 - Must post CSPs and CHNAs online for the public

Community Health Needs Assessment



MISSION, VISION & VALUES



Source: [Association for Community Health Improvement](#)

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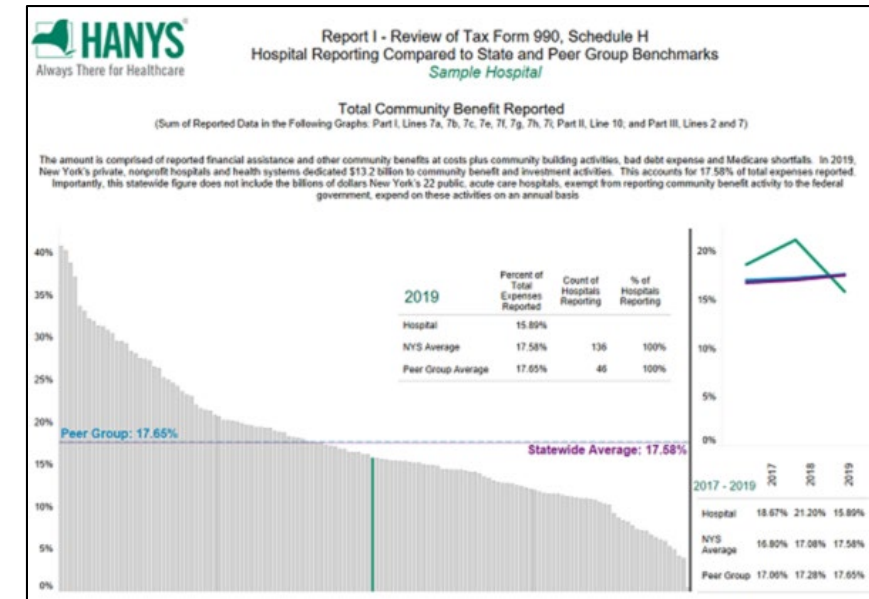
NYS *Prevention Agenda* 2019 - 2024

- New York state's health improvement plan with the vision of making New York the healthiest state for people of all ages.
- Hospitals, healthcare systems and local health departments partner with their communities to improve health and well-being while addressing social determinants of health and health equity.
- Hospitals develop and implement collaborative strategies to achieve goals in **at least two of the *Prevention Agenda's* five Priority Areas as part of their CSPs:**
 - Prevent Chronic Diseases
 - Promote a Healthy and Safe Environment
 - Promote Healthy Women, Infants and Children
 - Promote Well-Being and Prevent Mental and Substance Use Disorders
 - Prevent Communicable Diseases

(2025 – 2031 Prevention Agenda to be released in 2024)

Community Benefit

- **Community benefit:** The *quantifiable* benefits hospitals and other not-for-profit organizations offer in return for their tax-exempt status
- **Schedule H:** Part of the IRS Tax Form 990, it defines community benefit as activities or programs that respond to community need and seek to achieve one or more of the following:
 - improve access to health services
 - enhance public health
 - advance knowledge
 - provide relief of government burden to improve health



- Full and accurate reporting of this investment activity is crucial as public scrutiny of tax-exempt entities continues and is expected to grow

Resources for New Board Members



The screenshot shows the governWell login page with the tagline "Better governance. Better healthcare." The login form includes fields for "Username or Email Address" (containing "htnys") and "Password" (containing "Orientation2021"). There is a "Remember Me" checkbox and a "Log In" button. Below the form, it says "Need help logging in? Click here."

URL: htnysorientation.net

Username: htnys

Password: Orientation2021

Quality and Patient Safety

Kathy Rauch, RN

Vice President, Quality Advocacy, Research and Innovation and
Post-acute and Continuing Care

Christina Miller-Foster, MPA

Senior Director, Quality Advocacy, Research and Innovation, HANYS



Agenda

Topic	Speaker
Board's Role in Quality and Patient Safety	Kathy
Key Performance Metrics	Kathy
Medical Staff Oversight	Kathy
Public Reporting of Quality Measures	Christina

Board's Role in Quality and Patient Safety

Strategic Imperative

- Review annual quality plan
- Review key performance metrics

Liability and Risk

- Adverse events
- Infrastructure barriers
- Medical staff oversight

Respond to Public

- Media
- Community
- Report Cards

Annual Quality Plan

- Framework of guiding principles and priorities
- Supports organization-wide approach to plan, design, measure, assess and improve performance

Key Performance Metrics

Process

- Patient experience
- Timeliness
- Effectiveness

Outcome

- Readmissions
- Mortality
- Hospital-acquired infections
- Patient safety

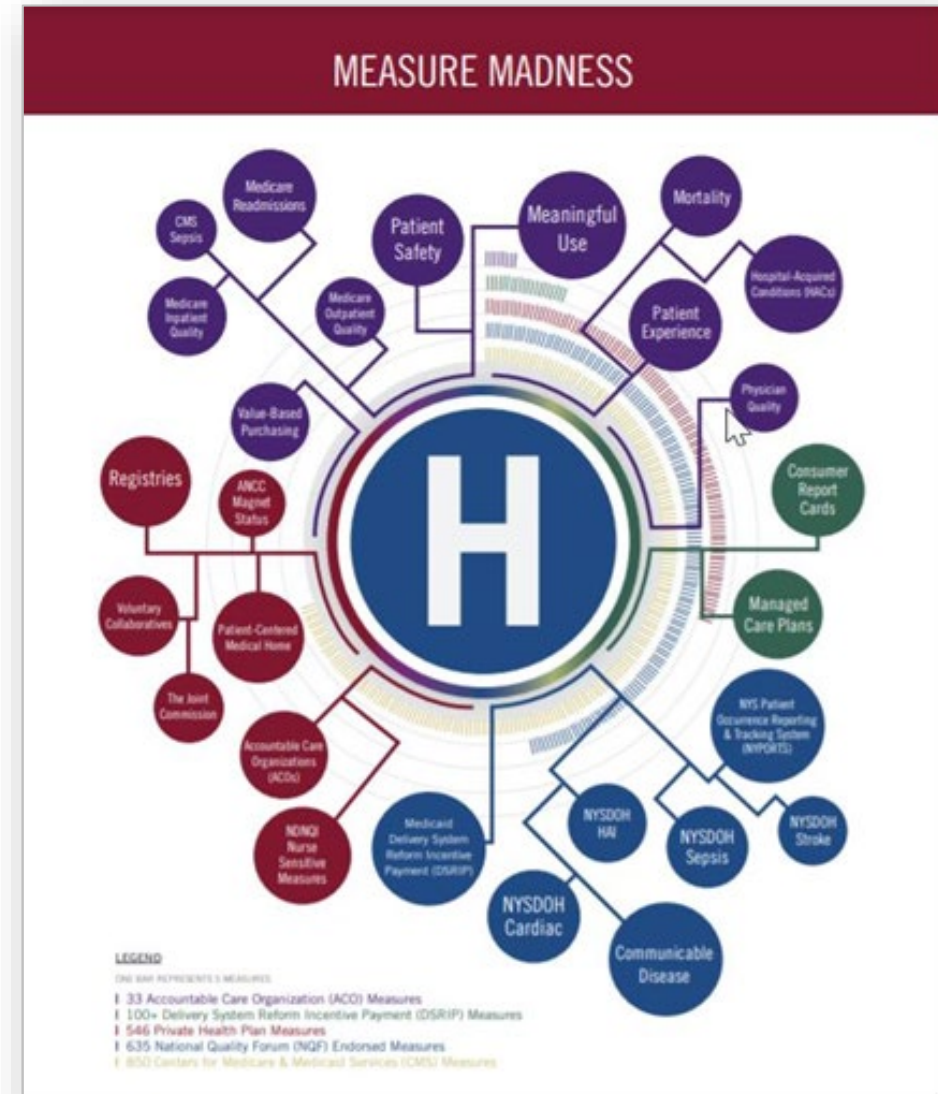
Medical Staff Oversight

- Assure that only qualified physicians are appointed and retained
- Practice within the scope of capabilities and expertise
- Adherence to policies and procedures

Context for Public Reporting

- Measures, methodologies and results are complex and variable
- Insufficient progress to streamline, align and focus on measures that matter
- Significant new challenges
 - Shift to eQMs
 - Social media ratings
 - Measurement across the continuum
 - Population health

Measure Madness



https://www.hanys.org/quality/clinical_operational_oversight/measures_that_matter/

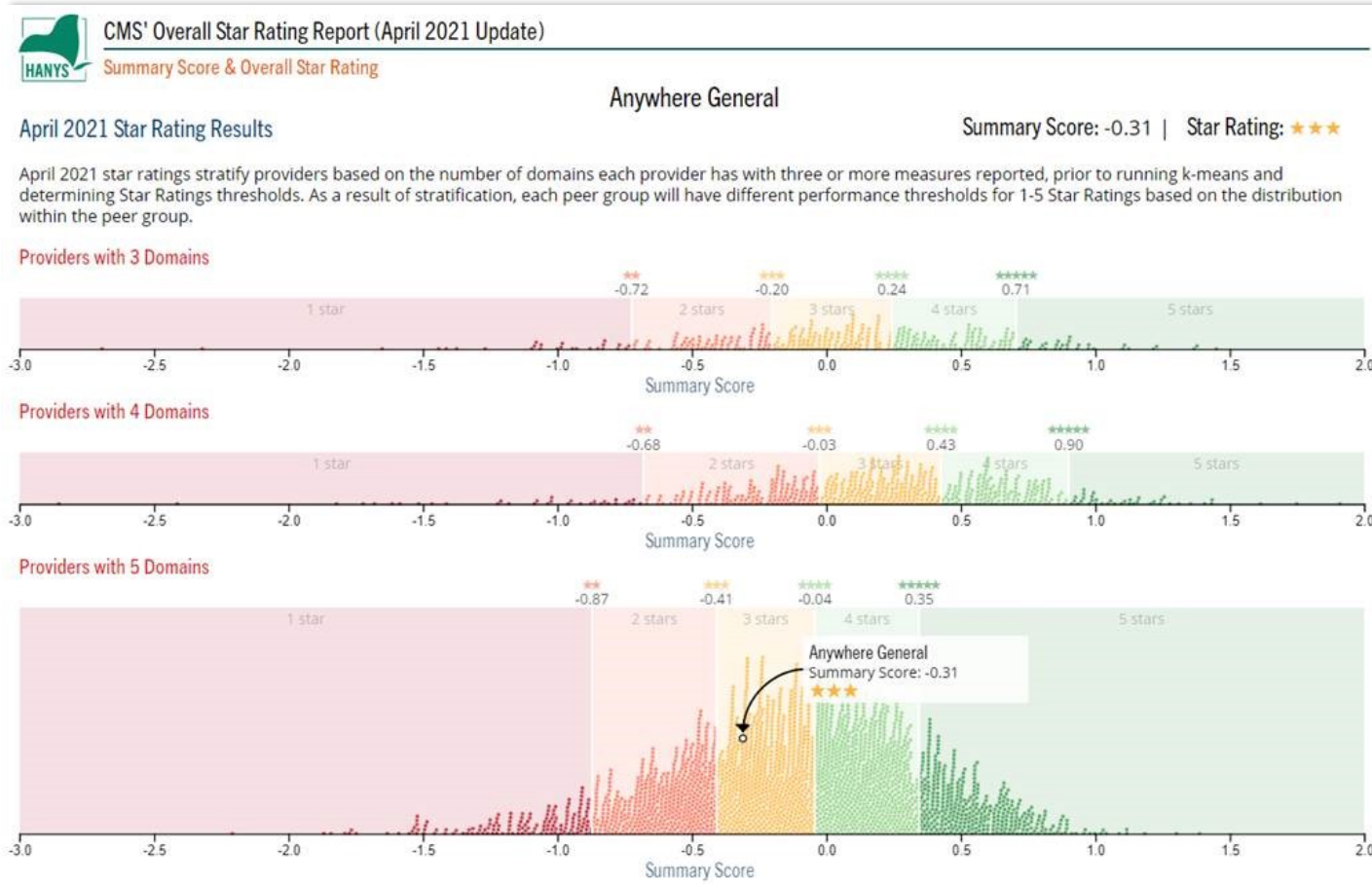
HANYS' Report on Report Cards



STARS	REPORT CARD
★★★★★	
★★★★	NYSDOH Clinical Reports
★★★	NYSDOH Hospital Profiles CMS <i>Hospital Compare</i> The Joint Commission <i>Quality Check</i> CMS <i>Hospital Compare</i> overall hospital ratings Vizient Quality Leadership Award
★★	The Leapfrog Group Hospital Safety Grade Healthgrades America's Best Hospitals IBM Watson Health 100 Top Hospitals U.S. News and World Report Best Hospitals by Specialty U.S. News and World Report Best Hospitals for Procedures and Conditions
★	Newsweek's World's Best Hospitals

https://www.hanys.org/communications/publications/report_cards/

Individual Hospital Star Rating Reports



Key Messages

Engagement

- Stay abreast on industry news
- Proactively participate – ask questions
- Motivate others

Create trust

- Thorough and respectful discussion and problem solving

https://www.hanys.org/fetch/?file=/communications/publications/report_cards/report_on_report_cards_message_points.pdf

Thank you

Kathy Rauch

Vice President

krauch@hanys.org

Christina Miller-Foster

Senior Director

cfoster@hanys.org

The Statewide Voice for New York's Hospitals and Health Systems



Roundtable and Q & A

Robert Spolzino, Esq.

Chair, HTNYS Board of Governors
Trustee, Board of Overseers,
Northwell Health

Barbara Lorsbach, MBA, FACHE

President, governWellTM

Sharon Norton Remmer

Chair, HTNYS Governance Committee
Trustee, Long Island Community Hospital

Thank You

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The Statewide Voice for New York's Hospitals and Health Systems