

2022



ANNUAL REPORT



Prescient

Letter to Members

Prescient. The reader may question this as a curious choice of word for the beginning of this annual report. Merriam Webster defines prescient as “having or showing awareness of and preparation for the future.” We believe the word prescient describes the activities of the OHA for the past year.

At a board retreat in October 2021, the OHA board directed the OHA team to develop models for Medicaid managed care that allow for provider-led accountable care organizations while not harming rural hospitals. This seemed like a monumental and impossible undertaking, and it would not have been possible without the engagement of consultants with national expertise. It required a pivot from our previous position against the governor’s plan to support of a new plan that would financially benefit hospitals while improving quality. This campaign was quietly done with the support of legislative leadership and with overwhelming support by the rank-and-file members in the Legislature. We do believe this new model is transformational and it will move hospitals, and our patients, forward.

At the same time, hospitals were still managing through the pandemic surges. It is hard to believe that the third surge in January 2022 resulted in the largest demand for hospital beds and we continue to keep a watchful eye on community transmission rates. We hope that the worst is behind us and now our effort must be to continue to beat the “workforce drum.” Without adequate health care

professionals, hospitals cannot continue to provide care to their fullest potential. OHA has been a voice at the Capitol to stress that hospitals had workforce challenges before the pandemic, and this is the time to prepare for the future. Key efforts are underway to help address pipeline issues in education. We understand that workforce and supply chain costs are a great challenge for all OHA members, and we must work together to find proactive solutions.

While the pandemic has certainly stretched hospital staff, efforts to improve quality must continue. We are proud of the work by the 42 hospitals participating in the OHA/Telligen Hospital Quality Improvement Contractors initiative. Further, work by hospitals in the Hospitals Helping Patients Quit and *WorkHealthy* Hospitals initiatives has continued despite pandemic challenges. We are excited to roll out new programs focusing on weight loss, low-density lung screening, and community benefit.

The pandemic has also highlighted the need for flexibility in education and OHA has risen to the challenge with just-in-time programs focusing on hot topics such as cybersecurity and leadership development. A new four-part series for senior leaders, *“Moving Forward: New Focus,”* was particularly timely.

Last, we understand that hospitals are still reeling from the financial hits of the pandemic. OHA must be diligent with education and information regarding the changes that will occur moving to Medicaid managed care. As we move forward, changes planned for both the OHA Insurance Agency transitioning to INSURICA and increased efforts on the Preferred Partner Network will help with non-dues revenue to keep your dues as low as possible. Our pledge to you is to be a good steward of your dues dollars. We appreciate our partnership with you, and we must always be “prescient” on your behalf, today and tomorrow.



Tammy Powell, FACHE
Chair, OHA Board of Trustees



Patti Davis
President



Patti Davis, OHA president, briefs members before the legislative reception in April.

Making Medicaid managed ca

With a focus on doing the best thing for our patients and hospitals, OHA made a major pivot to support a unique Medicaid managed care plan – even after fighting against various managed care proposals for several years. Early in the state legislative session, a new plan emerged as a result of innovative thinking that will move Medicaid reimbursement from the Upper Payment Limit to an average commercial rate in exchange for value-based care and improving outcomes.

Last year, OHA was heavily involved with a coalition of health care organizations to successfully defeat the Medicaid managed care plan brought forward by the executive branch. This year, OHA staff and board members spent many hours working with a team of consultants and lawmakers to develop and support a different kind of plan. SB 1337, authored by Sen. Greg McCortney and Rep. Marcus McEntire, emerged and saw numerous versions

containing many provisions requested by OHA and a coalition of health care providers and advocates. The efforts of the OHA staff, our board, and numerous engaged individuals from our member hospitals resulted in the passage of SB 1337, along with SB 1396, the financing bill using the Supplemental Hospital Offset Payment Program (SHOPP). OHA spent many hours working to ensure protections and guardrails were in the bill and to protect the SHOPP program.

This unique approach, which will be implemented by the Oklahoma Health Care Authority by October 2023, will make transformational changes to Oklahoma’s Medicaid program and bring health care providers to the table in developing quality and value-based metrics that benefit patients. These value-based metrics will provide a roadmap on health care improvement for the state, while incentivizing health care providers for their hard work.

Advocating for hospitals at the Capitol



worked on behalf of its members on several other key initiatives at the

Capitol this year. Read OHA's full 2022 Legislative Report for more details at www.okoha.com/22LegReport.

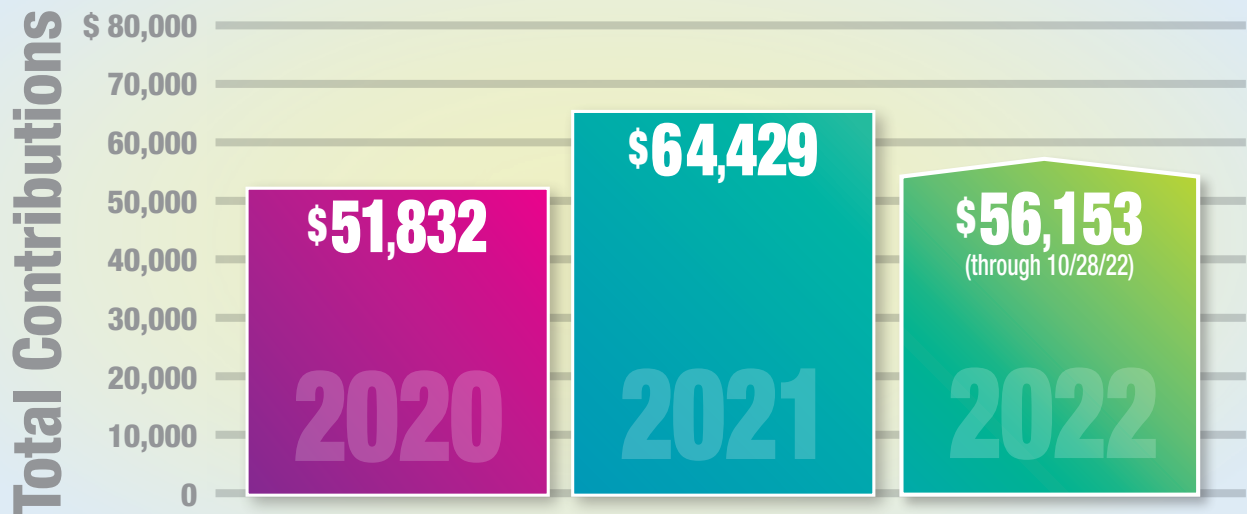
In an effort that took multiple years, OHA accomplished modernization of purchasing laws for public trust hospitals, eliminating current competitive bidding requirements for operational purchases. SB 173 enables public trust hospitals to adopt their own written policies and procedures related to these purchases. Partnering with the Oklahoma

Municipal League was crucial in obtaining passage of the legislation.

Some advocacy efforts are accomplished more quickly, such as the reinstatement of Durable Powers of Attorney (DPOA) for Health Care. In 2021 the DPOA for health care was repealed and a Uniform Power of Attorney was established. However, after concerns were raised, OHA advocated for the restoration of the DPOA, which occurred this year in SB 1596. This bill created the Oklahoma Health Care Agent Act.

OHA PAC Contributions

Advancing Our Values



Keeping our finger on the pulse of the ongoing pandemic



Patti Davis, top right, participates in one of the weekly COVID-19 media briefings with the Healthier Oklahoma Coalition.

In this third year of the pandemic, OHA continued to monitor important regulatory changes and keep members informed. During the early 2022 surge, OHA provided timely updates on the hospital capacity situation and communicated vital information regarding monoclonal antibodies, vaccine mandates, antiviral medications, supply shortages, updates from the Oklahoma State Department of Health and Regional Medical Response System, and changes in reporting requirements.


In February at the state Capitol, OHA President Patti Davis delivered opening remarks that set the stage for the Health and Human Services subcommittee of the Joint Committee on Pandemic Relief Funding for nursing proposals under consideration by the committee. The joint committee was established to seek and vet proposals to be funded by federal American Rescue Plan Act dollars. Davis spoke to the nursing needs of the state, noting the demand predates the COVID-19 pandemic.

OHA has continued to interface with multiple workgroups, task forces, advisory councils, and state

agencies to represent the hospital voice and keep members apprised. These include Regional Medical Response System, the Monoclonal Antibodies Advisory Group, Crisis Standards of Care workgroup, Oklahoma State Department of Health infectious disease community partners, EMResource Group and Oklahoma Emergency Management. In addition, OHA participated in an After Action Report focus group to help improve future response.

When the pandemic transitions to an endemic stage, OHA will focus on assisting hospitals to navigate the financial impacts of the pandemic, as well as ongoing severe workforce shortages.





John Riggi, American Hospital Association, presents a cybersecurity workshop to OHA members.

Member education focuses on cybersecurity, workforce

In 2022 we have been able to offer educational programs in a more normal manner than the last two years of the pandemic. Some programs have remained virtual while we have brought others back to in-person events. We worked very hard to provide timely information to our members and keep them engaged by offering different modalities of programming.

Connect 21, the 102nd annual meeting of the Oklahoma Hospital Association, returned as an in-person gathering at the brand new Oklahoma City Convention Center. Since

the pandemic was ongoing, we were pleased to have 317 registrants, which is nearly 70% of our normal attendance. Attendees came from 75 hospitals and systems and 18 other health care related organizations. Our exhibit hall also rebounded nicely with 100 booths. The new convention center offered some different options and was a great place to be together.

Leaders Forum was held in July at Shangri La Resort on Grand Lake. We had 72 registrants from 35 organizations. Craig Deao from Huron Group presented two sessions,





Cybersecurity workshop

Right: Nicholas Webb presents the keynote address at Connect 21.



and leadership

one about finding the silver linings in what has happened in the last few years, and the other about merging humility and ambition to become a great leader in health care.

We held several in-person events during the year that included a well-attended, timely program on cybersecurity featuring John Riggi from the American Hospital Association. Other live events included a member meeting to discuss Medicaid managed care and DSH Audit Training.

The Leadership Development Series had a refresh and makeover in 2022. We have 30 participants this year. The changes have been overwhelmingly positive and we look forward to continuing the program in 2023.

Left: Members at the OHA Health Care Leaders Forum in July.

We also offered **62 webinars** with more than **2,800 people** participating in these from more than **115 hospitals**. Topics included EMS regulations, Joint Commission standards, Conditions of Participation, provider enrollment, case management, human trafficking, EMTALA, employment law, and more.

In a partnership with 24 other state hospital associations, we offered a four-part series for senior leaders on “Moving Forward: New Focus.” We had 24 hospitals participate from across the state.



Cybersecurity workshop

OHA Preferred Partner Network brings additional value to membership



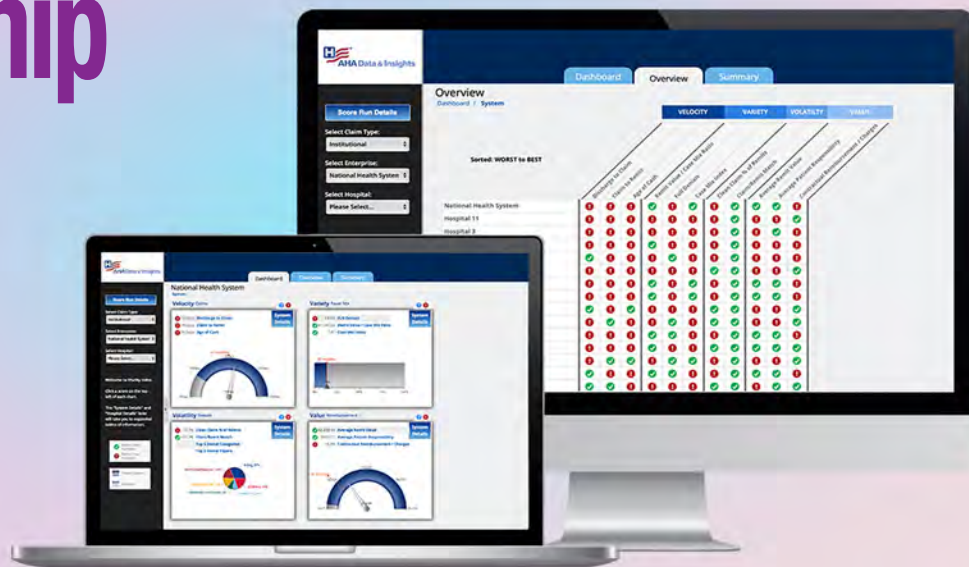
In 2022, we designated a single point person to focus on the OHA

Preferred Partner Network. All the companies included have been vetted for current work being done with members. We have re-established and built relationships with these companies and meet with them regularly to build and implement a marketing plan. This has resulted in additional sponsorship dollars for the association.

Marketing of the program and its vendors has increased this year via our communication channels and direct contacts with members, which has led to new connections between members and partner companies.

We currently have 22 partners and more than 40 hospitals using one or more of the partner companies. The Preferred Partner Network is projected to bring in more than \$160,000 in non-dues revenue this year.

Review of potential new partners is taking place to build a service that is valuable to members.



Vitality Index™ arms hospitals with data to hold commercial health plans accountable

This year, OHA partnered with the American Hospital Association (AHA) and Atex Financial to offer the AHA Vitality Index™ to members. This solution is the creation of a national, de-identified, normalized database of hospital claims and remittances. This new tool will put aggregated, de-identified claims data in hospital leaders' hands for smarter decision making.

AHA Vitality Index™ will arm subscribing hospitals with the data it needs to hold commercial health plans accountable for burdensome practices, while also enabling individual hospitals to benchmark their financial and operational performance on key metrics. This tool will allow hospitals to anonymously benchmark their operational performance against that of their peers to understand if payers are treating all hospitals and health systems equitably and fairly.



Clinical initiatives partnerships improve safety and quality

OHA Hospital Quality Improvement Collaborative Project *By the Numbers . . .*

Progress: 18-month results of OHA HQIC hospitals

3 Focus goals in OHA/Telligen Hospital Quality Improvement Contractors (OHA HQIC) initiative:

- Improve behavioral outcomes and decrease opioid misuse;
- Increase patient safety;
- Improve quality of care transitions.

42 Oklahoma Hospitals participating in year three OHA HQIC.

20 Critical Access Hospitals participating in OHA HQIC (48%).

3,476 licensed hospital beds in hospitals participating in OHA HQIC with potential to be impacted from this initiative.

▼ 50.11% Reduction in opioid prescriptions for >90MME/day filled on or within seven days of hospital discharge.

▼ 0.91% Reduction in C. difficile infections.

▼ 39.49% Reduction in glycemic adverse drug events.

▼ 3.52% Reduction in 30-day all-cause readmissions.

Opportunities available for OHA HQIC hospitals in 2022

- Telligen Opioid Adverse Drug Events Sprint
- CLABSI Sprint
- Antibiotic Stewardship Learning Collaborative
- QI Basics Power Hour Learning Series
- Telligen HQIC Network Calls
- OHA Sepsis Sprint

Saving lives through tobacco ce



Stillwater Medical Center was recognized as OHA's inaugural winner for the 2022 Oklahoma Hospital Tobacco Cessation Champion of Health – Greatest Growth in Helpline Referrals award.



Mercy Hospital Ardmore was recognized as OHA's inaugural winner for the 2022 Oklahoma Hospital Tobacco Cessation Champion of Health – Excellence in Clinical Tobacco Treatment award.

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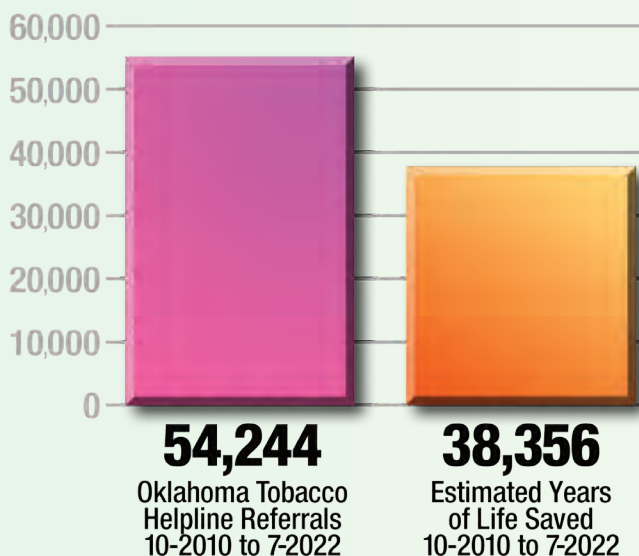
hrough an ongoing TSET grant, OHA's Hospitals Helping Patients Quit (HHPQ) program has worked with 75 hospitals on developing a sustainable, system-wide tobacco free-culture including tobacco cessation services for patients.

HHPQ 2022 highlights

In FY 2022, the HHPQ team helped three new hospitals (Eastern Oklahoma Medical Center, Poteau; Mercy Hospital South, Oklahoma City; and McAlester Regional Medical Center) and 46 outpatient clinics develop a comprehensive clinical tobacco treatment program for patients and employees. Additionally, the HHPQ team helped five hospitals improve their HHPQ assessment score.

HHPQ systems change accomplishments

- 422 clinics have implemented the HHPQ program.
- In 2020 and 2022, the HHPQ program was recognized by the CDC as a national best practice model.
- Due to enhanced quit rates from participation in the HHPQ program, an estimated \$19.2 million health care dollars have been saved.



ssation and healthy workplaces



Other 2022 health improvement highlights



WorkHealthy Hospitals (WHH) is a TSET-funded initiative that works toward creating a culture of wellbeing in Oklahoma hospitals. WHH currently serves 38 hospitals, covering 26 counties and impacting more than 27,000 employees.

When compared to a survey conducted by the American Journal of Health Promotion, WHH participants outperformed national benchmarks in areas of staffing and structure, environmental support, and policies.

WHH 2022 Highlights

- Recruited five new hospital partners: Cordell Memorial Hospital; Mercy Hospital Oklahoma City; Great Plains Regional Medical Center, Elk City; Jefferson County Memorial Hospital, Waurika; and Fairview Regional Medical Center.
- Nine hospitals completed a WHH assessment. Three hospitals established a baseline and six hospitals improved their total assessment score. Given the workload demands that COVID-19 placed on Oklahoma hospitals, this was a big win for the WHH program.

Collectively, the HHPQ and WHH programs generated more than 45 pieces of earned media published by 14 different community newspapers. Both programs helped lay the foundation for new initiatives in FY 2023 and provided education and technical assistance to national audiences interested in OHA's health improvement initiatives work.

- HHPQ had three presentations accepted at the National Conference on Tobacco or Health.
- HHPQ and WHH got a head start on efforts to grow support to clinically address obesity and promote community benefit in FY22.
- The HHPQ team provided a national webinar for the American Lung Association. It was viewed by over 450 registrants nationally.



Meagan Carter, OHA rural health improvement specialist, presents Corey Lively, CEO at Great Plains Regional Medical Center, with a WorkHealthy Hospitals recognition certificate.

OHA Insurance Agency prepares for transition



Shelby Faust announced this year that he would retire from the Oklahoma Hospital Association

Insurance Agency (OHAIA) at the end of 2023. We are grateful for his more than 20 years of service to our organization.

The OHA board of directors continues to be committed to having insurance solutions for our members. A request for proposal was sent out to interested parties to find a new management partner for OHAIA. After review, the board signed a management agreement with INSURICA as OHA's new insurance and risk management partner effective Jan. 1, 2023.

Phillip Smith, health care practice leader at INSURICA, will be the lead on this new management arrangement. This transition will ensure a seamless process for your coverage needs.

OHA leadership chose INSURICA because of their expertise and in-depth knowledge of health care organizations as it relates to managing both risk and insurance specific to our industry. We believe this new partnership will build upon the strong foundation Shelby established and grow OHAIA, a vital contributor of non-dues revenue to our association, to become the premier agency serving our members' insurance needs.





Tammy Powell, right, presents a congratulatory plaque to Jay Johnson, president/CEO, DRH Health, upon completion of his term as OHA board chair.



Members hear from Rep. Kyle Hilbert about rural economic development opportunities at the OHA office in June.



A Year in Photos



Golfers celebrate at the OHA Invitational Golf Tournament in June.



OHA members attended Capitol Hill visits in D.C. hosted by the American Hospital Association in April. Left to right are Daryle Voss, president/CEO, Mercy Hospital Ardmore; Jay Johnson, president/CEO, DRH Health, Duncan; Shari Murphree, CEO, Willow Crest Hospital, Miami; U.S. Rep. Markwayne Mullin; Denise Webber, president/CEO, Stillwater Medical Center; and Nico Gomez, CEO, Bethany Children's Health Center.



Tammy Powell, president, SSM Health St. Anthony Hospital – Oklahoma City, was installed as OHA's 2022-2023 board chair at Connect 21. Left to right are Jay Johnson, immediate past chair; Powell; and Denise Webber, president/CEO, Stillwater Medical Center, OHA chair elect, who will serve as board chair in 2024-2025.

For more information on OHA products and services, contact:



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