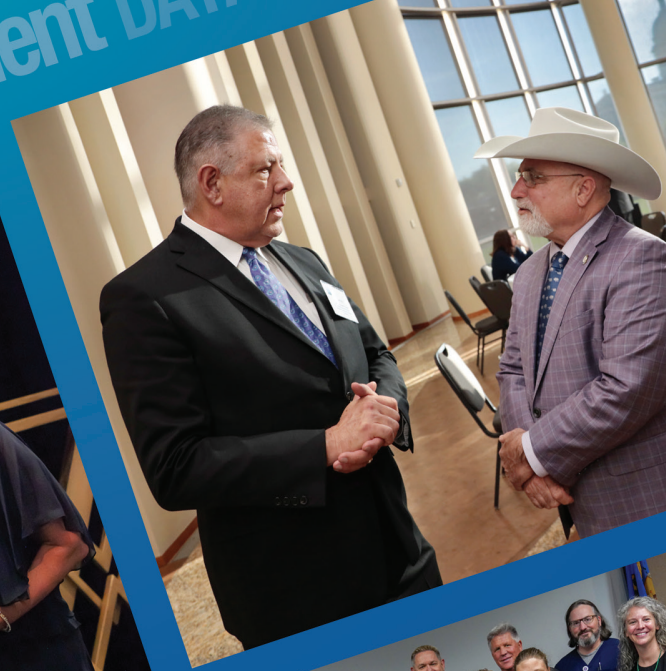




Resources  
 Tools  
 Quality  
**OHA  
 ANNUAL  
 REPORT  
 2023**  
 Partnerships  
 Funding  
 Improvement DATA





# To Our Members

# Annual Report

Oftentimes, an annual report is simply a summation of what an organization has done throughout the year and then the document is filed away on the shelf or in a drawer. But what if an annual report is an introduction to the work left to be done?

We hope you will take the time to review OHA's 2023 Annual Report as a recognition of the work done on behalf of the members every day and a snapshot of possibilities going forward. For example, this year, OHA was successful in securing \$200 million in gap funding to assist hospitals with their transition to managed Medicaid, which begins in April of 2024. Working collaboratively with the Oklahoma Health Care Authority, OHA was able to increase the funding to \$285 million by releasing the first directed payment (ACR) in April, when managed Medicaid begins in the state.

Our advocacy has had impacts across the healthcare field and has addressed a number of priorities identified by the OHA board. One of the priorities was passage of the nation's first cybersecurity liability legislation. The law limits liability of a hospital if they have protection measures in place. Since passage of the law, OHA has begun developing a Cybersecurity Insurance Captive to provide additional resources for members and has partnered with PYA to offer its Overwatch program to further protect and educate members seeking to address potential threats.

Workplace violence legislation was successfully expanded this year by OHA to add additional medical providers for whom assaults would be considered a felony. New legislation also adds medical care providers to the existing state prohibition against intentionally revealing a person's private or identifiable information on the internet for the purpose of harassment or intimidation.

Although advocacy remains the primary mission of OHA, there are a number of other focus areas of the association. Membership development is key among them. This year, OHA is pleased to have brought Saint Francis Health System back into the association after a more than 20-year absence, as well as OSU Medical Center. Growing and strengthening OHA is critical to our collective success.

The future for OHA is bright. This fall, the OHA board took time to focus on long-term priorities of the association for the first time in over a decade. The board heard from economists, legislative leaders, and quality improvement experts and developed a pathway forward that creates an opportunity for a fully structured strategic plan in 2024. The work done this fall was built on the membership engagement survey conducted in August. The results of the board's work have provided clarity on three strategic priorities: Health Transformation, Workforce and Talent Development, and Member Engagement and Strengthening Community Trust.

This year's 2023 Annual Report provides a benchmark for long-term growth and strengthening as a member-driven association. We thank you for your support of OHA and encourage you to engage with the association through your advocacy, participation in association educational offerings, use of OHA Insurance and shared services, OHA-PAC support, and your willingness to serve.

Sam Walton once said, "We're all working together; that's the secret." We couldn't agree more. Unity as a membership and unity in purpose to improve health and healthcare in Oklahoma. That is the Oklahoma Hospital Association, and we thank you for your trust and the opportunity to serve you.



**Tammy Powell, FACHE**  
*Chair, OHA Board of Directors*



**Rich Rasmussen**  
*President & CEO*

# \$285 million gap funding to hospitals results from OHA request

**P**rior to the legislative session, OHA requested gap funding for hospitals to address the transition to Medicaid managed care, highlighting the significant financial stress hospitals continue to face.

A Kaufman Hall report commissioned by OHA in 2022 clearly highlighted the impact of COVID-19 on hospital finances, comparing 2019 data and trending forward through September 2022 and later to April 2023. The report was used with lawmakers in 2023 to illustrate the reality that hospitals in Oklahoma were facing dire financial consequences because of higher expenses, particularly workforce costs.

Recognizing the need for supplemental one-time funding for Oklahoma hospitals, the Oklahoma Legislature overwhelmingly passed SB 32X. This funding will not only strengthen the future of health care in Oklahoma but will provide some needed relief as hospitals and their staff members recover from the unprecedented impact of the pandemic.





OHA worked closely with the Oklahoma Health Care Authority (OHCA) to formulate a methodology for distribution that would benefit hospitals and align with the Legislature’s intent to distribute \$200 million in gap funding to SHOPP and critical access hospitals.

*Pictured on pages 2-3, OHA members and state legislators visit at the OHA advocacy event in April at the Oklahoma History Center.*



Medicaid

# On-the-ground advocacy at the



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

Capitol this year. Read OHA's full 2023 Legislative Report for more details at [www.okoha.com/2023LegReport](http://www.okoha.com/2023LegReport).

### Key legislation included:

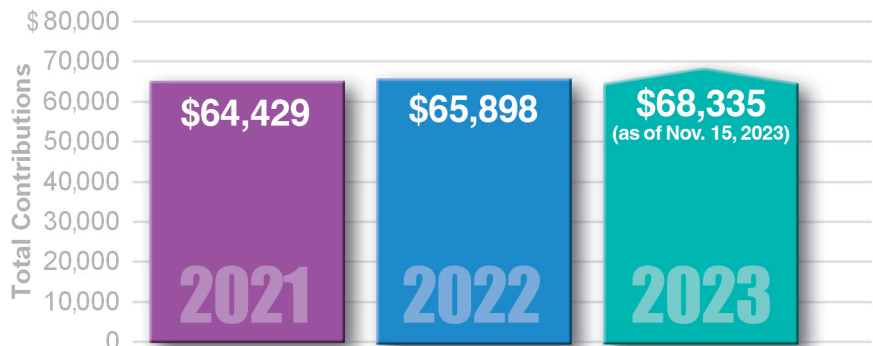
■ **Cybersecurity liability** – OHA requested legislation that limits the liability of the hospital if they have protection measures in place. It also requires the development of a cybersecurity program tailored to the hospital's scale and resources.

■ **Protections under Medicaid managed care** – Legislation passed included protection of payments to ground emergency transport, moving of the credentialing process of managed care entities to the Oklahoma Insurance Department, and a requirement for managed care entities entering into contracts with OHCA to acquire the appropriate certificate of authority from the Oklahoma Insurance Department.



■ **Addressing workplace violence** – Successful legislation expanded the list of medical providers for whom assaults would be considered a felony and adds medical care providers to the existing state prohibition against doxing in criminal statutes, making the act a misdemeanor. Doxing is the intentional act of revealing a person's private or identifiable information on the internet for the purpose of harassment or intimidation.

*Above and right, OHA members and state legislators visit at the OHA Legislative Reception in April at the Oklahoma History Center.*





# state Capitol protects hospitals

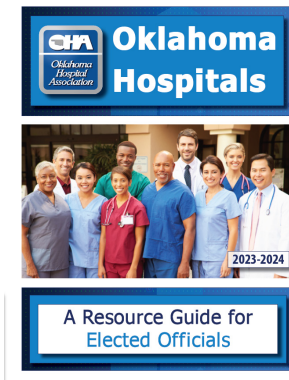
This year, OHA updated the popular, “Resource Guide for Elected Officials.”

This document provides valuable hospital and healthcare information to elected leaders and state officials.

*Top: Sen. Roger Thompson speaks to the OHA board of directors about the current legislative landscape.*



*Middle: At the OHA board retreat dinner are, left to right, Jay Johnson, president & CEO, DRH Health; Rep. Preston Stinson; Sen. Kristen Thompson; Rich Rasmussen, OHA president; and Scott Tohlen, OHA VP of advocacy.*



Advocacy





# Quality programs draw great participation from OHA members



OHA offered vital quality and patient safety improvement education opportunities in 2023 that drew excellent participation from the membership.

- There were **105** persons from **75** hospitals participating in the Sept. 28 Infection Prevention Boot Camp in-person meeting at OHA. Participants received a review manual, a subscription to APIC Text Online (Association for Professionals in Infection Control), and four monthly webinars through February 2024.



- OHA provided scholarships to **48** persons representing **43** hospitals to attend a 12-month review for Certification in Infection Prevention and Control (CIC). Scholars received a review manual, a subscription to APIC Text Online, and eight monthly review webinars. Participants will be reimbursed for exam costs upon successful completion. OHA hosted a well-attended in-person kick-off meeting Sept. 29.

*OHA members participate in the Infection Prevention Bootcamp and the CIC scholarship kickoff in the OHA seminar center.*



- OHA offered a series of four webinars addressing Comprehensive Continuous Emergency Preparedness. The series will be repeated twice in 2024. There were **43** hospital leaders from **32** hospitals participating in the first two sessions in September presented by Joint Commission Resources.
- Forty-one hospitals (including **20** critical access hospitals) continue to work with OHA on the HQIC (Hospital Quality Improvement Contractors) quality improvement initiative. The hospitals received coaching and data analysis from OHA staff on topics including readmissions, falls, antibiotic stewardship, opioid reduction, social determinants of health, patient and family engagement, and infection prevention.
- OHA received **19** applications for the 2023 Excellence in Quality Awards. The recipients will be announced during Connect 23 in four categories based on licensed bed size. These awards recognize exceptional efforts to improve quality and patient care in Oklahoma hospitals and the recipients' projects will be shared with members as best practices.



Quality



Team members at Norman Regional Health System receive a Tobacco Treatment Champion award from OHA staff.

# OHA Health Improvement

**T**his year, OHA merged its TSET (Tobacco Settlement Endowment Trust) funded initiatives under one brand name – OHA Health Improvement Initiatives (OHA HII). Aligning OHA HII under a single brand speaks to the full scope of the team’s expertise and better represents the team’s mission, vision, and innovative nature.

The mission of OHA HII is to integrate public health initiatives and healthcare systems change into Oklahoma hospitals and clinics by providing education, best practices and quality improvement. OHA HII aims to improve Oklahoma’s population health indicators by supporting Oklahoma hospitals in healthcare system change strategies to better address Oklahoma’s leading causes of death and chronic disease, which will help Oklahoma hospitals achieve the triple aim of improving patient satisfaction, population health outcomes, and reducing overall healthcare cost.

## *In 2023, OHA HII:*

- Helped three new hospitals and **60** outpatient clinics implement a new clinical tobacco treatment program;
- Helped **11** hospitals develop a new bi-directional eReferral from their EMR to the Oklahoma Tobacco Helpline for all patients ready to quit;
- Laid the groundwork to enhance preventive lung cancer screening and clinical obesity treatment in Oklahoma;
- Established new hospital-based food pantries; and
- Secured funding to train more than **800** healthcare providers in an evidence-based burnout and resiliency program.

Additionally, OHA HII produced a total of **56** pieces of earned media in promoting the accomplishments and lifesaving work of partner hospitals and OHA. These stories were carried by **34** different media outlets in the state.



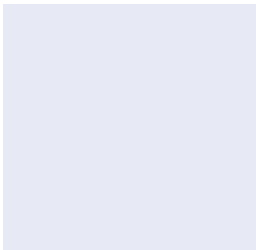
Since 2010, OHA HII has helped **79** hospitals and **500** outpatient clinics develop a comprehensive clinical tobacco treatment program, and **43** hospitals develop or enhance an employee wellbeing program. Collectively, OHA HII partner hospitals have referred **58,000** patients to the Oklahoma Tobacco Helpline for follow-up support

services. OHA HII has been recognized twice by the CDC as a national best practice model for healthcare systems change. Independent evaluation results indicate that OHA HII has helped Oklahoma hospitals avert **250** deaths and save **\$27.5** million in healthcare cost.

# Initiatives expand focus



*OHA staff recognize DRH Health with an award for their hospital-based food pantry efforts.*



*INTEGRIS Medical Group staff receive a Tobacco Treatment Champion Award from OHA.*



# Working toward a smooth transition to **SoonerSelect**



has worked closely with the Oklahoma Health Care Authority this year to ensure a smooth conversion of the

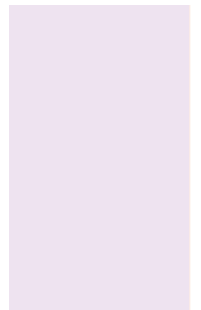
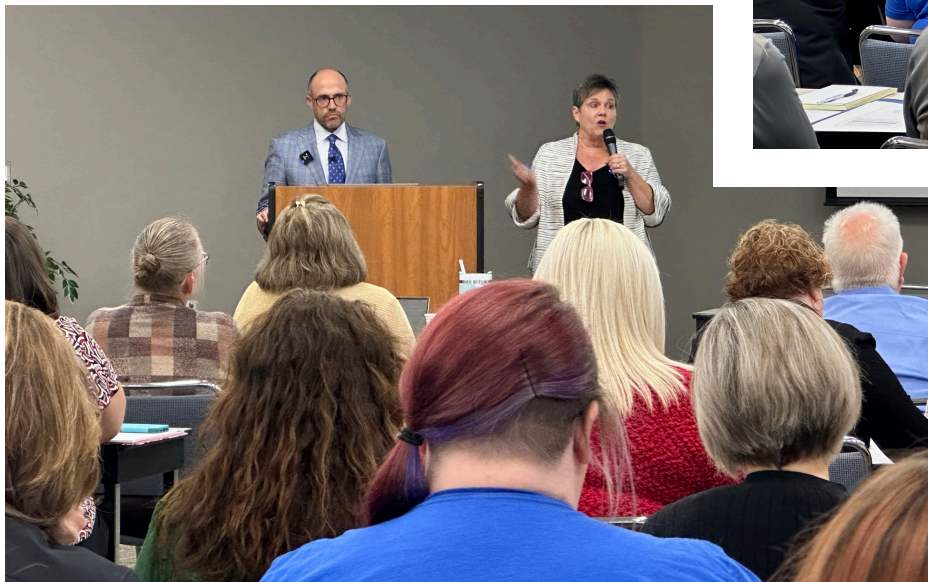
Oklahoma Medicaid system to a managed care model, SoonerSelect. OHA hosted a Managed Care Boot Camp to educate and prepare the membership for this continued change in the marketplace.

More than 100 healthcare leaders came together to hear more about the market practices used by managed care organizations and the trends that continue to drive the process.

OHA also hosted a Payor Day to prepare members for the state's

Medicaid managed care conversion. The Payor Day included presentations from the three managed care companies that were selected to serve SoonerSelect: Humana, Aetna and Oklahoma Health Complete. Each health plan shared with members how they plan to roll out and approach the launch of its products. More than 70 healthcare leaders attended this meeting.

*More than 100 members attended OHA's Medicaid Managed Care Boot Camp in August.*



The Oklahoma Health Care Authority (OHCA) has appointed 19 individuals to the newly created Medicaid Delivery System Quality Advisory Committee. These individuals include providers, hospital and integrated health system representatives, health care community members and members of the academic community with subject matter expertise. OHA was honored to announce that



At right: Patrice Greenawalt (third from left) participates in the first meeting of the Medicaid Delivery System Quality Advisory Committee as an appointed member.



our own Patrice Greenawalt, RN, vice president of quality and clinical initiatives, was chosen to sit on this committee. This provider-led committee will ensure oversight and evaluate performance across all quality-related aspects and make recommendations to OHCA and the OHCA board on measures to be used by the contracted entities.







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### Physician Utilization Reports

- Attending physician data is captured within the administrative data.
- Hospitals can identify trends and admission patterns of physician loyalty.

Attending Physician	Hospital	Patient Count	Avg LOS	Case Share %
COLLIER, MICHAEL	Hennepin Healthcare Center	152	2.86	14.6%
	Northrup Medical Center	52	2.52	18.2%
<b>TOTAL</b>		<b>205</b>	<b>2.77</b>	
REID, ELIOTT	Plu Cascoir Medical Center	52	3.68	18.9%
	Regional Access Health System	22	1.58	7.6%
<b>TOTAL</b>		<b>75</b>	<b>4.24</b>	
<b>(Overall - Total)</b>		<b>280</b>	<b>3.16</b>	

Data

# Harnessing the power of data

**D**ata is an important driver of health policy and arms our team at the Capitol and those working with state and federal regulators with information to make the case for vital changes. When members participate in these programs, they not only add to this collective voice, but are empowered to be more competitive, achieve better compliancy and gain leverage during contract negotiations.

**OHA's suite of member-exclusive data products include:**

- **OHA Data Solutions** – improves the quality and timeliness of inpatient and outpatient encounter data available to participating hospitals.
- **OHA Annual Compensation & Benefits Survey** – A new online format offers enhanced capabilities, and the results tool allows members to run an unlimited number of custom job reports and includes pay practices and benefits information.

HOSPITAL INDUSTRY DATA INSTITUTE PROPRIETARY & CONFIDENTIAL

### Strategic Planning and Market Share Reports

Hospital	2014 Total Patient Count
Apollo Regional Hospital	34,659

Rank	County	Patient Count 2014	Market Share 2014
1	Piston, MISSOURI	16,014	44.0%
2	Fuselage, MISSOURI	4,261	49.3%
3	County 112, MISSOURI	2,189	47.3%
4	County 106, MISSOURI	1,401	20.9%
5	County 55, MISSOURI	1,395	31.9%
6	County 104, MISSOURI	1,149	20.7%
7	County 9, MISSOURI	1,105	25.7%
8	County 114, MISSOURI	911	32.9%
9	Turbine, MISSOURI	649	18.7%
10	County 24, MISSOURI	650	47.2%

Market Share for Selected County

Hospital	2009	2010	2011	2012	2013	2014
Mercury Memorial	41%	41%	41%	43%	44%	44%
Apollo Regional Hospital	45%	46%	45%	44%	42%	43%
Other Hospitals	4%	4%	5%	4%	4%	4%

- **AHA Vitality Index™** – tracks commercial health insurance practices that impede patient access to care and contribute to clinician burnout. Allows participating hospitals to anonymously benchmark their operational performance and track each of their payers' performance.
  - **Utilization data for Oklahoma City metro hospitals** – OHA works on behalf of the Greater Oklahoma City Hospital Council to provide a database of hospital utilization indicators.
- OHA's data products are only effective if most members are participating.** If you would like to get information on your hospital's participation, contact [mitzim@okoha.com](mailto:mitzim@okoha.com).



# Working with partners to enhance education and bring new resources to members



*Above: Representatives from Vizient visit with OHA staff at the OHA Leaders Forum in June.*

In 2023, the OHA Preferred Partner Network added new partners to bring value to association members. Business reviews are scheduled regularly with these companies to discuss campaigns to market their service to our members. Partners have funneled additional sponsorship dollars for OHA member events and representatives attended these events, giving them opportunities to connect and build relationships with members.

Platinum Underwriter is a new sponsor level instituted this year and it is our highest level of recognition for those organizations committed to the mission, vision and values of OHA and its members. Four companies are recognized at this level. This \$25,000 investment provides exclusive engagement opportunities at association events, education programs and preferred partner benefits. Our Platinum Underwriter partners are Cyrano, Forefront Healthcare, INSURICA, and PYA.

The Preferred Partner Network currently has 16 partners



*OHA Preferred Partner Network vendors participate in the OHA Exhibit Hall at Connect 22.*

with more than 40 hospitals using one or more of the partner companies. The Preferred Partner Network is projected to bring in more than \$180,000 in non-dues revenue this year.

When OHA members choose to work with Preferred Partners, a share of the revenue comes back to the association, which is then invested back into the programs offered to members. New companies are constantly being reviewed as potential new partners to build a service that is valuable to members.



# Education equips members



Connect 22, the 103<sup>rd</sup> annual meeting of the Oklahoma Hospital Association, had nearly 300 hospital leaders in attendance in addition to vendor representatives. Attendees came from 70 hospitals and systems and 12 other health care related organizations. Our exhibit hall also rebounded from the pandemic nicely with 97 booths.

In 2023, many educational programs continue to be virtual while we have brought others back to being live. OHA strived to provide timely information to our members and keep them engaged by offering different modalities of programming.

The 2023 Healthcare Leaders Forum was held at the end of June at Shangri-La Resort on Grand Lake, with 64 registrants from 23 hospitals and systems participating. Patrick Houlahan brought attendees important information for leaders at all levels of the organization. Participants also heard from Lisa Waldon about the importance of creating a people-first culture in our hospitals. Eleven sponsor companies were represented at the Forum. Several had booths and were able to interact with attendees. This was a great addition to this smaller, more informal event.

2023 has been a record year for the Leadership Development Series, which underwent a refresh and makeover last year. The series drew 37 participants this year. This program continues to be used by several member facilities to prepare staff members to move up in the organization and enhance their leadership skills.

We also offered 93 webinars through September with more than 2,500 people participating in these from more than 144 Oklahoma hospitals and health systems

(both member and non-member). Topics included EMS regulations, Joint Commission standards, Conditions of Participation, provider enrollment, case management, human trafficking, EMTALA, employment law, cybersecurity, coding, and more. Twenty-one organizations participated in the HCAHPS Breakthrough program, a 13-part webinar series.

In partnership with 20 other state hospital associations, we offered a four-part series for senior leaders, “Moving Forward: Focus on Leadership.” Nineteen hospitals participated from across the state.



Using ASPR (Administration for Strategic Preparedness & Response) grant funding, OHA has provided several educational opportunities to our members. See the quality report on page 6 for more info on these programs.

Five regional advocacy member meetings were held in



# with knowledge and tools

January and February, with 72 members and legislators attending for a look at the upcoming legislative session.

*Scenes from the OHA Health Care Leaders Forum and OHA Connect 22.*



Education

# New partnership enhances OHA Insurance offerings



Early in the new partnership, INSURICA and OHA marketing staff developed a new logo and OHA Insurance Agency web landing page. View the new page at [www.okoha.com/insurance](http://www.okoha.com/insurance).

In sales, OHA and INSURICA have had initial conversations with a group of six rural hospitals about an employee benefit solution program.

**B**eginning in January 2023, INSURICA officially became the agency partner for OHA Insurance Agency. Throughout the year, OHA and INSURICA worked with each current OHA Insurance Agency client to transition the servicing to INSURICA. In addition, both OHA and INSURICA worked with Oklahoma Health Care Association Workers' Compensation Insurance program.

OHA and INSURICA have begun discussions with other healthcare associations about building joint insurance programs and products. INSURICA will be working with American Fidelity (a sister Cameron Company) to conduct regional Human Resources Compliance seminars beginning in 2024. INSURICA and PYA have begun discussions about co-hosting quarterly risk webinars for members.

## OHA and INSURICA have two important program updates in the works:

- **Cyber Captive:** INSURICA will be hosting a joint OHA, Texas Hospital Association and New Mexico Hospital Association meeting later this year to introduce a cyber product for OHA members.
- **Active Assailant:** This program is ready for the OHA membership to consider. The program requires a minimum of 25 hospitals for favorable pricing.







# Strengthening rural hospitals

**E**arlier this year, OHA submitted a bid to the Oklahoma Office of Rural Health (ORH) to secure funding to help implement the ORH's Rural Hospital Flex Program. OHA's board of directors passed a unanimous resolution supporting OHA's application for the ORH Flex Program. At publication of this report, we have not received the decision on this grant application.

As the sole unifying body for hospitals in Oklahoma, OHA has been committed to rural hospitals and rural health advocacy for over 100 years. The OHA currently serves 125 hospitals, 38 of which are critical access hospitals (CAH). The application for the ORH Flex Program will help bring valuable resources to the OHA to help CAHs address the 12 priority areas of the ORH, including but not limited to

financial and operational outcomes, patient quality and safety, and population health improvement.

Through this contract, it is anticipated that CAH participation in OHA education on the 12 RFP priority areas will grow by more than 40% from the current baseline. CAHs will increase their engagement in clinical and quality initiatives to improve the care that rural Oklahomans receive. Expert systems change strategies used by the OHA will help CAHs be better prepared to move forward into a growing model of healthcare delivery that emphasizes improving population health outcomes and disparities by addressing social determinants of health and drivers of chronic disease such as obesity and tobacco use.

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