Virginia Hospital & Healthcare Association

2015-2020 Strategic Plan

August 1, 2015
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Letter of Introduction:

The Virginia Hospital & Healthcare Association (VHHA) seeks to be recognized as the driving force behind making Virginia the healthiest state in the nation by 2020. To this end, VHHA’s mission is to assist in the transformation of the health system by focusing on delivering principled, innovative and effective advocacy, and offering resources and tools for achieving top-tier performance in health care safety, quality, value and service.

VHHA’s goal is to improve health, support health system transformation and deliver health care excellence. However, today’s policy environment can both help and hinder our efforts. Provisions of the Affordable Care Act, such as moving to a more coordinated, value-based health care system, help facilitate our goal. Other provisions, such as cuts to hospital payments to help pay for health care coverage for low income Americans, only make our task more difficult.

As health care providers and health systems adapt and change to market and policy pressures, VHHA must evolve to assist our members. VHHA must identify the new tools, strategies, expertise and partnerships necessary to affect the change our health care system requires.

The following VHHA 2015-2020 Strategic Plan outlines the Board of Directors’ core priorities for helping our member hospitals and health systems pursue our vision and fulfill our mission. The strategic plan necessarily focuses on the top priorities around advocacy and supporting top-tier performance in quality, safety, value and service. However, it does not forget the critical role that data and analytics, education and communication, and our members play.

Adopting and implementing the strategies outlined in the plan will build a stronger VHHA. More importantly, doing so will strengthen Virginia’s hospitals and health systems to better serve our communities and our patients and help make Virginia the healthiest state in the nation.

James B. Cole
Chairman

Sean T. Connaughton
President/CEO
**Strategic Planning Process:**

In keeping with the Virginia Hospital & Healthcare Association (VHHA) vision, this strategic plan is the product of a collaborative effort among the VHHA Board, our members, the entire staff and multiple hospital and health system stakeholders. The process began during the 2014 Board retreat, which was followed by a staff retreat in late August. The Board was briefed on a draft vision, mission and set of strategic focus areas during the September Board meeting, which were approved in November 2014.

With approval of the strategic framework, VHHA staff began focusing on identifying the specific actions, strategies and measures of success necessary to achieve the broader vision of the association. Strategies were pulled from the work completed at the staff retreat in August, as well as through interviews with senior VHHA leadership and others.

The following diagram outlines the strategic planning process utilized in development of the VHHA 2015-2020 Strategic Plan.
VISION

Through the power of collaboration, the association will be the recognized driving force behind making Virginia the healthiest state in the nation by 2020.

MISSION

Working with our members and other stakeholders, the association will transform Virginia’s health care system to achieve top tier performance in safety, quality, value, service and population health. The association’s leadership is focused on: principled, innovative and effective advocacy; promoting initiatives that improve health care safety, quality, value and service; and, aligning forces among health care and business entities to advance health and economic opportunity for all Virginians.
**VHHA Strategic Focus Areas**

I. **Principled, Innovative and Effective Advocacy**

- Proactive, principled policy leadership pursuing what is best for patient health and high-value health care.
- Innovative and collaborative approach to policy development with the goal of a single voice for health care.
- Pragmatic, rather than partisan, approach to policy development and advocacy that is open to the best ideas from all sources and relies on evidence and facts to drive positions.
- A grassroots infrastructure that is second to none and reflects the innate strength of the entire Virginia hospital and health system community.

II. **Improving Safety, Quality, Value and Service**

- Focus on helping members advance the adoption of High Reliability Organization (HRO) practices and principles.
- Use the Virginia Patient Safety Organization (PSO) to develop a common method among member organizations for measuring serious safety events.
- Support patient and family engagement best practices and elevate patient experience scores within the membership.
- Fully establish the Center for Healthcare Excellence as a unit within the association to support and accelerate performance improvement among the membership.

III. **Transforming Data and Analytics Tools**

- Consolidate, standardize and strengthen the power of health system performance metrics.
- Improve the timeliness of data on performance of health systems.
- Broaden the availability of health care cost and utilization information across the continuum.
- Strengthen VHHA data and analytics programs and capabilities to support health system performance improvement.
- Support effective health information exchange policies, tools and systems.

IV. **Cutting Edge Education and Communication**

- Expand audiences for educational programs and services.
- Develop a multi-faceted communications campaign and strategies to strengthen public approval of hospitals and health systems.
- Use innovative communication vehicles and mechanisms (e.g. social media) to reach more audiences inside and outside the membership.
- Continue providing information to broad audiences on the importance of hospitals and health systems to the Commonwealth.
V. Broadening Membership and Members Impact

- Create a strategic alignment with other entities to achieve a single voice for health care.
- Maintain fiscal stability and strength of VHHA, while keeping dues among the lowest in the country as a proportion of member revenue.
I. **Principled, Innovative and Effective Advocacy**

Traditionally, the politics surrounding health care have been driven by issues of funding. In other words, the conflict was over the extent to which the government provided health care coverage to seniors, the disabled and the disadvantaged, the means by which that coverage was funded, and its fiscal impact on the Federal and State governments. However, the Affordable Care Act (ACA) marked a perceived philosophical shift in the Federal government’s role in health care, a shift that has sharply divided the nation. Today, the ACA is one of, if not the most, polarizing political issues in our nation, with passionate supporters and detractors on both sides of the aisle. As a result, VHHA’s and its members’ issues, regardless of whether or not they are directly related to the ACA, now exist in a hyper-political atmosphere.

Consequently, VHHA must adapt its advocacy efforts and utilize new strategies and tactics. Simply relying on lobbyists and long-standing personal relationships is no longer an effective advocacy approach. While progress has been made, VHHA must continue to improve its advocacy strategies to help our member hospitals and health systems achieve financial and operational sustainability and advance policies that benefit our patients.

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**Strategy 1: Proactive, principled policy leadership pursuing what is best for patient health and high-value health care.**

Given the size and scope of the hospital and health system community, VHHA and its members must take the lead on the difficult challenges facing health care in the Commonwealth. We must not only lead on addressing the financial challenges hospitals face, but also on pursuing initiatives and policies that improve the health of all Virginians and ensure high-value care. However, to be effective, hospitals and health systems cannot go it alone. VHHA must work with all interested parties and stakeholders to achieve our desired policy outcomes. To do this, VHHA will:

- Develop a common vision for health and health care excellence in Virginia among health care, business, community and policy leaders;
- Form the Hospital Support Network, comprised of hospital vendors, businesses, business groups and other stakeholders to advocate on behalf of our common vision for health care in Virginia;
- Maintain balance between provider or system-led reforms (e.g. community benefit reporting, Virginia PSO) and policy changes necessary to achieve optimum results; and
_include a focus on population health improvement in our policy principles and advocacy priorities.

**Strategy 2: Innovative and collaborative approach to policy development with the goal of a single voice for health care.**

Health care today is becoming an increasingly integrated network of hospitals, health systems and other providers. For example, approximately 50 percent of all licensed physicians are now employed by health systems, and, by using electronic health records, a patient’s medical history can be tracked across all care settings.

As such, health care providers and the groups that represent them must increasingly seek to collaborate on mutually advantageous policies and principles. VHHA and its peer organizations must regularly work together to identify and address the common issues that impact us all.

To achieve this goal, VHHA will:

- Institute quarterly leadership meetings with peer stakeholder groups to ensure ongoing collaboration and cooperation on issues of mutual interest;
- Better align and coordinate federal priorities with the American Hospital Association, the Federation of American Hospitals, the Association of American Medical Colleges and other groups advocating on behalf of hospitals and health systems in Washington;
- Increase outreach to and participation with the Centers for Medicare and Medicaid Services, other regulator entities, and groups such as the National Quality Forum;
- Seek opportunities to collaboratively advance legislation and other initiatives on commonly beneficial policies; and
- Host at least semi-annual health care stakeholder roundtables involving representatives from all aspects of Virginia’s health care system to coordinate outreach, share information and strategize on common issues.

**Strategy 3: Pragmatic, rather than partisan approach to policy development and advocacy that is open to the best ideas from all sources and relies on evidence and facts to drive positions.**

While partisanship may drive politics today, VHHA and its members must focus on bipartisan, common sense solutions to the challenges facing Virginia’s hospitals, health systems and their patients. To that end, VHHA will:

- Work with members, peer stakeholder group leadership and others to develop consensus around budget, legislative, and regulatory proposals each year;
- Focus efforts at the state and federal level on addressing the financial challenges facing hospitals and health systems through the development of legislation to eliminate or forestall cuts to hospital payments and increase hospital revenues;
Work with both sides of the aisle in Congress to advance common sense reforms to the Affordable Care Act that reduce the regulatory burdens hospitals face; and

Work with both sides of the aisle in both bodies of the General Assembly to garner support for hospital and health system legislative proposals.

**Strategy 4: A grassroots infrastructure that is second to none and reflects the innate strength of the entire Virginia hospital and health system community.**

In today’s highly polarized political environment, grassroots activists and their role in the political process play an equally, if not more, important role than traditional lobbying strategies. It is imperative that organizations who want their voice to be heard communicate clear and concise messages through their employees, members, and other stakeholders.

Hospitals and health systems in Virginia directly employ over 115,000 people, and directly and indirectly support over 900,000 jobs. For every $1 dollar spent in a hospital, $1.61 is spent elsewhere in the local economy. In short, between the care our members provide and their economic impact, nearly every Virginian is in some way impacted by their local hospital. VHHA and its members must harness the power of our employees, businesses that we contract with, community leaders and other stakeholders to create a robust grassroots network that can advocate on behalf of our hospitals and our patients.

To accomplish this goal, VHHA and its members will:

- Establish an active, robust Hospital Grassroots Network comprised of hospital and health system senior leadership, management, frontline staff, and vendors, as well as other stakeholders and interested parties;
- Use the Hospital Support Network, the Hospital Grassroots Network, and others to deploy an active community engagement campaign to promote interaction between legislators, the business community and our members; and
- Better coordinate and utilize the strength of VHHA’s membership through more advocacy events throughout our communities and at the capitol.
### Measures of Success:

<table>
<thead>
<tr>
<th>Measure of Success</th>
<th>2015-2016</th>
<th>2017-2018</th>
<th>2019-2020</th>
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</thead>
<tbody>
<tr>
<td>General Assembly</td>
<td>Ensure enactment of VHHA legislative agenda and support/defeat measures that impact hospitals and health systems</td>
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<tr>
<td>General Assembly</td>
<td>Secure passage of proposal(s) to address the financial challenges facing hospitals and health systems</td>
<td>Shape budget and legislative proposals to ensure payment levels are maintained, if not increased</td>
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<tr>
<td>Congress</td>
<td>Seek legislation further forestalling or eliminating ACA related cuts to hospital payments</td>
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<td>Eliminate Medicare Sequester cuts</td>
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<tr>
<td>Congress</td>
<td>Advance proposals contained in VHHA’s Federal Advocacy Agenda</td>
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<tr>
<td>Hospital Support Network</td>
<td>Grow the HSN to 200+ members</td>
<td>Grow the HSN to 500+ members</td>
<td>Maintain HSN membership and ensure an ongoing active role in advocacy efforts</td>
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<tr>
<td>Hospital Grassroots Network</td>
<td>Grow the HGN to 500+ members</td>
<td>Grow the HGN to 1500+ members</td>
<td>Grow the HGN to 3000+ members</td>
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<tr>
<td>Health Care Stakeholder Roundtables</td>
<td>Increase attendees at stakeholder roundtables to 100+ stakeholders</td>
<td>Increase attendees at stakeholder roundtables to 150+ stakeholders</td>
<td>Ensure all relevant health care stakeholders attend roundtables</td>
</tr>
</tbody>
</table>
II. Improving Safety, Quality, Value and Service

The safety of our patients, our visitors, our physicians and staff is, and must remain, our top priority. For our health care system to function, patients must feel they can go to any hospital, at any time of day, and receive top-notch care. Further, while provider payments have traditionally been based upon the volume of services provided, many of the provisions of the ACA are designed to reform payments through better coordinated care, rewarding providers for performance, and focusing more on the quality, rather than quantity, of care. Programs such as the Hospital-Acquired Condition (HAC) Program, the Readmissions Reduction Program (RRP) and the Value-Based Purchasing (VBP) Program, among others, all come with incentives and penalties to drive improvement in the quality and coordination of care.

While safety, quality, value and service have long been priorities of VHHA and our members, and Virginia hospitals continue to make strides in these areas, there is still significant room for improvement. As of early 2015, Virginia hospitals ranked 30th nationally in the HAC Program, 46th in the RRP Program and 30th in the VBP Program.

This plan outlines several key strategies to implement under the auspices of the Center for Healthcare Excellence that will further enhance VHHA’s efforts to provide our members with the resources and tools necessary to continue improving in these areas. By ensuring that our patients receive safe, quality, and valuable care, we can ensure that Virginia’s hospitals and health systems provide the best service in the nation.

**Strategy 1: Focus on helping members advance the adoption of High Reliability Organization (HRO) practices and principles.**

A High Reliability Organization (HRO) is a management concept defined by having systems in place that make organizations incredibly consistent at accomplishing their goals and avoiding errors. Typically, people think of nuclear power and air traffic control when discussing HROs, but attention has quickly been turning to health care and how hospitals and health systems can implement HRO practices and principles. Numerous organizations have studied these practices and principles, including the Joint Commission, and they are often set out as a “collective mindfulness” where all workers look for and report small problems or unsafe conditions before they pose a significant risk and when they can be easily corrected.

With the safety of our patients and employees as our utmost priority, VHHA will work with members to help implement HRO practices and principles. While some members are well on their way, VHHA seeks to assist our members in this goal by:
- Identifying key high reliability strategies to pursue collectively among the members and offering an array of options for members to gain support in this effort. VHHA will utilize the Center for Healthcare Excellence to engage the Board’s Advisory Council for the Center and outside content experts in the process of identifying strategies, presenting identified strategies to the Board for review and approval, and providing guidance to members as they pursue identified strategies;
- Incorporating concepts of high reliability into member educational offerings and meeting agendas – such as the Annual Patient Safety Summit, the Spring Conference, and the Annual Meeting – and offering HRO supportive classes to members;
- Engaging HRO top performers among the membership to facilitate sharing, networking and learning. VHHA will identify member organizations that have excelled in one or more HRO strategies, offer webinar-based training featuring representatives from high performing member organizations, and incorporate high performers into the agenda for the Patient Safety Summit.

**Strategy 2: Use the Virginia Patient Safety Organization (PSO) to develop a common method among member organizations for measuring serious safety events.**

VHHA’s number one priority is safety. The Virginia PSO helps members improve safety by providing feedback and analysis about safety events, all with confidentiality protections. To improve upon these efforts, VHHA and the PSO will develop a common method for measuring safety events. To accomplish this goal, the PSO will:

- Compile and synthesize existing efforts among members to define and measure serious safety events by establishing a workgroup within the PSO to lead safety event work, engaging the ECRI Institute to define and create infrastructure for collecting and reporting serious safety event data, and collaborating with other PSOs in Virginia to encourage the adoption and use of Virginia-specific serious safety event reporting;
- Use the confidentiality protections available through the PSO to encourage and facilitate collective learning from serious safety events among the membership by partnering with another state-based PSO, such as Michigan, to identify best practices relative to PSO collective learning, developing specific collective learning offerings, and offering annual Safe Table events for PSO participants; and
- Encourage participation in a PSO by all member organizations.

**Strategy 3: Support patient and family engagement best practices and elevate patient experience scores within the membership.**

Virginia’s hospitals and health systems are dedicated to providing the utmost compassionate care and service to our patients and their families. This level of service is not only important to ensuring that patients receive the care they need, but it is also important from a payment standpoint. Programs such as the Value-Based Purchasing Program take into account Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores in determining
incentive payments and payment penalties. To further our members’ goal of providing the best service in the nation, VHHA will:

- Secure a dedicated resource to specifically focus on assisting members with service excellence and patient experience collective improvements;
- Convene member organizations and individuals focused on patient and family experience to share information that reflects best practice strategies that promote positive patient and family experiences;
- Engage the services of external experts to assist members with identifying and adopting patient and family engagement and service excellence best practices and making recommendations to the Center for Healthcare Excellence Advisory Council; and
- Identify patient experience top performers among the membership and facilitate sharing, networking and collective learning through webinar-based trainings and incorporating high performers into the Patient Safety Summit.

**Strategy 4: Fully establish the Center for Healthcare Excellence as a unit within the association to support and accelerate performance improvement among the membership.**

A core function of VHHA’s broader mission statement is achieving top-tier performance in safety, quality, value and service. To help accomplish this goal, the Board of Directors last year established the Center for Healthcare Excellence to serve as the focal point and coordinating entity for VHHA’s initiatives in this arena. The Center will provide a formal structure and resources for our statewide efforts to improve Virginia’s safety, quality, value and service metrics. For the Center to be successful, it must engage member organizations to facilitate productive and sustainable collaborative relationships among the membership and with key stakeholders across the Commonwealth. To help facilitate these efforts, the VHHA, through the Center, will:

- Support and encourage adoption of best practices in patient care and service by all Virginia hospitals and health systems;
- Facilitate effective collaboration among Virginia hospitals, health systems, health care providers and stakeholders;
- Refine and prioritize metrics for measuring and driving performance improvement among the membership; and
- Serve as the coordinating center for seeking, procuring and administering funding to support quality, safety, value and service improvement initiatives in Virginia.
### Measures of Success:

<table>
<thead>
<tr>
<th>Measure of Success</th>
<th>2015-2016</th>
<th>2017-2018</th>
<th>2019-2020</th>
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<tbody>
<tr>
<td>Patient Safety Organization</td>
<td>Obtain 100% member participation in a PSO and ensure a majority of the members are participating in the Virginia PSO</td>
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<tr>
<td>Hospital Acquired Conditions Program</td>
<td>Improve Virginia’s national ranking by 10% annually</td>
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<td>Readmissions Reduction Program</td>
<td>Improve Virginia’s national ranking by 10% annually</td>
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<tr>
<td>Value-Based Purchasing Program</td>
<td>Improve Virginia’s national ranking by 10% annually</td>
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<tr>
<td>Mortality</td>
<td>Improve Virginia’s scorecard rankings by 10% annually</td>
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<tr>
<td>Patient Experience</td>
<td>Improve Virginia’s scorecard rankings by 10% annually</td>
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<tr>
<td>Efficiency</td>
<td>Improve Virginia’s scorecard rankings by 10% annually</td>
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<tr>
<td>Center for Healthcare Excellence</td>
<td>Facilitate two collaborative improvement projects among the membership annually</td>
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<tr>
<td>Grant Funding</td>
<td>Obtain $1 million in grants per year among the Center for Healthcare Excellence, VHREF and VHHA’s data and analytics programs</td>
<td>Obtain $1.5 million in grants per year between the Center for Healthcare Excellence, VHREF and VHHA’s data and analytics programs</td>
<td>Obtain $2.0 million in grants per year between the Center for Healthcare Excellence, VHREF and VHHA’s data and analytics programs</td>
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</table>
III. Transforming Data and Analytics

Data, and an organization’s ability to analyze it, is critical to any industry. As our nation’s health care system is becoming more integrated and moving toward a payment structure that rewards value over volume, data is becoming even more important to hospitals and health systems. Whether tracking trends in readmissions, analyzing costs, or evaluating patient satisfaction scores, VHHA’s data and analytics capabilities are critical to our members’ goal of providing safe, quality and high-value care. Without a strong data and analytics program, VHHA cannot help our members provide top-notch service to their communities and patients.

**Strategy 1: Consolidate, standardize and strengthen the power of health system performance metrics.**

Performance metrics become key barometers of success when payment focuses on quality over quantity. Yet, the many performance measures and programs that exist confuse consumers and professionals. Virginia’s hospital and health system leaders support reducing the number of metrics. Accordingly, VHHA will:

- Identify opportunities for VHHA’s members to engage in national forums for health system performance metrics. Staff will share opportunities for comment and feedback to the National Quality Forum, as well as Federal and State agencies; and
- Demonstrate opportunities for members to use existing and new data repositories to meet new and emerging requirements for population health needs assessments, readmission analyses and other quality initiatives.

**Strategy 2: Improve the timeliness of data on performance for health systems.**

Often times, health care reports are based on patient care that occurred in previous years. This makes it difficult for health systems to see the returns on process improvements and quality initiatives. VHHA is striving to improve the timeliness of our data analysis through several new and soon-to-be available online tools. VHHA will:

- Work with hospitals to assure timely and accurate quarterly submissions to streamline processing and shorten the time for data availability, reduce opportunities for state reprocessing and error fees, and demonstrate VHHA’s stewardship regarding data accuracy and quality to all stakeholders;
- Work with hospitals to create a process for more frequent data submission; and
- Use inpatient data and the All Payer Claims Database (APCD) as it becomes available to provide early indicators of progress or challenges on quality and safety measures.
Strategy 3: Broaden the availability of health care cost and utilization information across the continuum.

Federal health care payment policies are moving to value-based rather than utilization models. This trend makes information on the costs of care and patterns of care more important. Accordingly, VHHA will:

- Leverage the power of the APCD to provide more complete and timely information to front-line providers that improves care for patients;
- Assist members in developing greater transparency regarding metrics on quality and safety; and
- Work with national partners to keep members up-to-date on the latest ACO, bundled payment and value-based payment related literature and information from the Center for Medicare and Medicaid Services, The Department of Health and Human Services and other sources.

Strategy 4: Strengthen VHHA data and analytics programs and capabilities to support health system performance improvement.

VHHA already has a number of existing data analytics tools to support members’ needs. However, several new initiatives will help to further VHHA’s capabilities and provide even more value to Virginia’s hospitals and health systems. Over the next several years, VHHA will:

- Develop health care informatics within VHHA using analyses that depict patient experience and identify “hot spots” for focusing efforts on population health, readmissions or other areas of concern;
- Work with the Virginia Department of Health on ways to access data repositories that can enlighten care at the bedside (trauma registry) or assist with preventive activities (tumor registries, trauma registry) to improve population health metrics;
- Convene clinical and financial data users within the membership to identify ways to focus and strengthen performance reports;
- Design value-added analyses using newer datasets in conjunction with current databases that can support performance improvement priorities; and
- Distribute research and analyses using statistics including predictive analytics to increase opportunities for members to improve patient safety and quality.

Strategy 5: Support effective health information exchange policies, tools and systems.

Advances in health care technology are fundamentally altering how patients receive health care services today. Electronic health records (EHRs), telemedicine and health information exchanges are all helping to facilitate the real-time flow of information between providers and across settings. While much progress has been made, particularly on the utilization of EHRs
within systems, significant challenges and questions remain with health information exchange. As technology continues to evolve, VHHA must lead on efforts to promote health information technology to help reduce costs and provide better care and service to our patients. To that end, VHHA will:

- Work with Virginia Health Information, the Virginia Department of Health, the Virginia Center for Health Innovation and other stakeholders to shape the Commonwealth’s health care information strategic plan to ensure it facilitates timely, secure and reliable member access to the patient care information needed to effectively coordinate and manage care;
- Ensure the state health information exchange’s tools and resources are value-added and as efficient and effective as possible; and
- Broaden stakeholder support for necessary state health information exchange infrastructure.
### Measures of Success:

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>APCD</td>
<td>Complete roll out of the APCD and ensure 50% member participation</td>
<td>Increase APCD member participation to 90%</td>
<td>Ensure Workers Compensation and Medicare are participating in the APCD</td>
</tr>
<tr>
<td>APCD</td>
<td>Develop 2 reports from the APCD to provide more complete and timely information to front-line providers that improves care for patients</td>
<td>Develop 3 reports from the APCD to provide more complete and timely information to front-line providers that improves care for patients</td>
<td>Develop 4 reports from the APCD to provide more complete and timely information to front-line providers that improves care for patients</td>
</tr>
<tr>
<td>Data Timeliness</td>
<td>Three out of 4 quarters of mandated databases are processed at 98% correct and ready for distribution in 90 days post-quarter</td>
<td>Three out of 4 quarters of mandated databases are processed at 98% correct and ready for distribution in 75 days post-quarter</td>
<td>N/A</td>
</tr>
<tr>
<td>Data Timeliness</td>
<td>Convene data users and submitters to develop a schedule for reducing data submission times</td>
<td>Reduce data submission times from end of quarter by 25%</td>
<td>Reduce data submission times from end of quarter by 50%</td>
</tr>
<tr>
<td>Data Accuracy</td>
<td>96% of submitting facilities are processed without error fees for 3 out of 4 quarters</td>
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<tr>
<td>Health Information Exchange</td>
<td>Continue to improve efficiency of public health reporting</td>
<td>Ensure state registry reporting is bi-directional (e.g. immunization, cancer and advance directive registries)</td>
<td>Ensure all clinically useful required public health reporting is available for provider use</td>
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<td></td>
<td>Roll out standardized encounter alert (EA) system to two additional regions</td>
<td>Expand functionality of EA system to support rapid readmission reduction</td>
<td>Ensure statewide use of expanded EA system to support more seamless care transitions</td>
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</table>
IV. Cutting Edge Education and Communication

In an ever-changing industry such as health care, the ability to communicate effectively and provide education on new policies, trends, challenges, and opportunities facing hospitals is critical. Communication and education are not only important to ensuring our members are up to date on the latest best practices, policies and regulations, but they are also critical to VHHA’s and our members’ advocacy efforts. Knowledgeable and well-informed legislators and voters are far more likely to understand the challenges and opportunities facing hospitals and health systems, and, thus, support our efforts to address them. By executing the strategies outlined below, VHHA can become the trusted source of health care information for our members, the public, the media and elected officials.

Strategy 1: Expand audiences for educational programs and services.

VHHA, through the Virginia Hospital Research & Education Foundation (VHREF), has a long history of providing a wide range of educational opportunities for our members and others. As VHHA seeks to enhance its advocacy role, grow the membership and the membership’s impact, and diversify revenue sources, the association must expand its audiences for educational programs and services. In addition to continuing existing successful educational programs, VHHA will:

- Partner with organizations representing allied health professionals to expand program offerings;
- Conduct more joint programming with other health care stakeholders and broaden educational opportunities beyond hospitals and health systems;
- Develop programming opportunities for non-health care stakeholders, such as the business community, that are impacted by health care policy decisions;
- Deliver more content online or via teleconference;
- Enhance educational seminar and meeting experiences through adoption of new technologies, mobile applications, and improvements to the VHHA website; and
- Identify opportunities to host regional educational conferences with hospital associations in neighboring states.
**Strategy 2: Develop a multi-faceted communications campaign and strategies to strengthen public approval of hospitals and health systems.**

Polling data indicate that hospitals are generally well thought of in their communities. However, we have all seen and heard the stories about costs, transparency, poor service and executive compensation. Further, there is a misconception that hospitals are raking in profits. Unfortunately, in today’s media market, good news doesn’t sell papers. That being the case, VHHA and our members must rededicate ourselves to a robust communications campaign designed to better educate legislators, the media and the public on the important role hospitals play for our patients, our economy and the communities we serve. In essence, we must do a better job telling the positive hospital story. To accomplish this goal, VHHA will:

- Leverage polling data and member public opinion measurement tools to develop composite approval metrics that can be utilized by all members in measuring their public approval;
- Collaborate with communications and marketing staff in Virginia hospitals to disseminate positive messages and stories of great care within communities and the Commonwealth; and
- Identify key obstacles to public approval (e.g. price/cost transparency) and mechanisms for addressing these obstacles.

**Strategy 3: Use innovative communication vehicles and mechanisms (e.g. social media) to reach more audiences inside and outside the membership.**

In the digital age, the internet and social media platforms are two of the most effective tools for reaching a wide audience. Both tools enable organizations to quickly disseminate information to far larger audiences at a lower cost. As VHHA works to enhance its advocacy, communication and educational offerings, we must enhance our social media presence and utilization of other innovative, new communications tools. Therefore, VHHA will:

- Redesign the VHHA website to make it more user-friendly, interactive and dynamic, and consistently update it with new information on State and Federal legislative issues, regulatory changes, educational opportunities, events, etc. to ensure all content is timely and impactful;
- Better leverage and grow social media audiences through a more active utilization of online platforms; and
- Work with the membership to break down traditional barriers to social media use.

**Strategy 4: Continue providing information to broad audiences on the importance of hospitals and health systems to the Commonwealth.**

VHHA provides members and the public with a wealth of hospital and health system-related information each year. VHHA will continue to provide such information and identify additional
opportunities to provide even more value to VHHA members and better educate the public on the importance of Virginia’s hospitals and health systems. Specifically, VHHA will:

- Periodically update existing reports such as “Prepared to Care: Virginia’s Hospitals and Health Systems” and “No Margin for Error: Virginia’s Rural Hospitals at a Crossroads” and identify additional publications and/or educational materials to inform legislators and the public;
- Make available infographics and related materials to members which can be shared in print or online with community organizations, legislators, etc. on a variety of topics;
- Provide op-eds and letters to the editor templates on different topics for members to customize; and
- Identify and capitalize on opportunities to tell positive hospital stories.
**Measures of Success:**

<table>
<thead>
<tr>
<th>Measure of Success</th>
<th>2015-2016</th>
<th>2017-2018</th>
<th>2019-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand educational programming</td>
<td>Complete partnership with MSV on physician training programs</td>
<td>Expand allied health education partnerships to Virginia Nurses Association and other practitioners</td>
<td>Continue successful allied health educational offerings</td>
</tr>
<tr>
<td>Utilization of online, teleconference and mobile educational offerings</td>
<td>Increase 3rd party webinar offerings by 10%</td>
<td>Offer 5-10 original content webinars</td>
<td>Sell 5-10 original content webinars to peer state associations</td>
</tr>
<tr>
<td>Educational programming attendance</td>
<td>Grow attendance at Spring and Annual Meeting by 10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional education offerings</td>
<td>N/A</td>
<td>Host at least 1 regional education conferences</td>
<td>Host at least 2 regional education conferences</td>
</tr>
<tr>
<td>Hospital Public Approval</td>
<td>Increase hospital public approval by 5 percentage points in polling data</td>
<td>Increase hospital public approval by 10 percentage points in polling data</td>
<td>Ensure all hospitals’ public approval exceeds 85%</td>
</tr>
<tr>
<td>VHHA Website</td>
<td>Increase website page views by 10,000 every six months through new, updated content</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Media</td>
<td>Grow VHHA Twitter followers to 1,100 and Facebook likes to 13,000</td>
<td>Grow VHHA Twitter followers to 1,700 and Facebook likes to 18,000</td>
<td>Grow VHHA Twitter followers to 2,300 and Facebook likes to 22,000</td>
</tr>
<tr>
<td>Social Media</td>
<td>Ensure 100% member engagement with VHHA social media platforms</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Traditional Media</td>
<td>Ensure representatives from every member system are published in editorial pages and letters to the editor</td>
<td>Ensure representatives from every member hospital are published in editorial pages and letters to the editor</td>
<td>Maintain regular schedule of editors and LTEs on issues impacting hospitals and health systems</td>
</tr>
</tbody>
</table>
V. Broadening Membership and Members’ Impact

With 30 member health systems, operating 107 community, psychiatric, rehabilitation and specialty hospitals and employing 115,026 Virginians, VHHA’s strength lies in its membership. VHHA’s members represent a broad spectrum of organizations, both large and small, and touch nearly every community in the Commonwealth from the standpoint of the care they provide and their economic impact. As the health care industry, particularly hospitals, continues to change and evolve, it is imperative that VHHA seeks to broaden our membership and the impact of our members. An increasingly integrated health care network necessitates that VHHA and its members collaborate more with non-hospital related health care and business entities to not only broaden awareness of hospitals’ and health systems’ importance, but also increase VHHA membership.

**Strategy 1: Create a strategic alignment with other entities to achieve a single voice for health care.**

As health care becomes increasingly integrated in an effort to provide better coordinated and higher value care, VHHA and its members must collaborate and work with other health care-related entities to develop a single voice for health care. Key focal points of this “single voice” should be improving population health and focusing on broader health care measures throughout Virginia, not just issues that impact hospitals and health systems. Accordingly, VHHA and its members will:

- Form a statewide coalition on population health comprised of a diverse set of health care and other stakeholders;
- Through the coalition, focus on implementing key provisions of the Virginia Chamber of Commerce’s Blueprint Virginia Plan as they relate to health care, such as improving Population Health rankings on Virginia Performs, reducing incidences of chronic disease and improving behavioral health; and
- Support Virginia Department of Health efforts where applicable to create Accountable Care Communities.
Strategy 2: Maintain fiscal stability and strength of VHHA, while keeping dues among the lowest in the country as a proportion of member revenue.

With hospitals and health systems across Virginia facing significant financial pressures due to ongoing changes and payment cuts brought about by the Affordable Care Act, VHHA must seek to grow its membership and diversify its revenue sources. VHHA also must seek internal reforms to streamline business operations and reduce costs, all in an effort to ensure that the association continues to provide the most valuable service possible to our members at the lowest cost. Accordingly, VHHA will:

- Institute lean and high-reliability principles within VHHA to streamline processes and accelerate innovation in products and services;
- Identify products and services that will attract additional Associate Members in an effort to significantly grow the associate membership;
- Diversify revenue streams through increases in the associate membership and identifying additional products, services and educational offerings; and
- Explore opportunities to partner with other organizations representing health care interests to expand the “health care” component of the association’s vision.

Measures of Success:

<table>
<thead>
<tr>
<th>Measure of Success</th>
<th>2015-2016</th>
<th>2017-2018</th>
<th>2019-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Health Coalition</td>
<td>50 participating entities</td>
<td>75 participating entities</td>
<td>100 participating entities</td>
</tr>
<tr>
<td>Lean/HRO principles</td>
<td>Develop lean/HRO principles applicable to VHHA operations</td>
<td>Institute lean/HRO principles throughout VHHA operations</td>
<td>Maintain lean/HRO principles throughout VHHA operations</td>
</tr>
<tr>
<td>Associate Membership</td>
<td>Grow the associate membership to 200 members</td>
<td>Grow the associate membership to 500 members</td>
<td>Grow the associate membership to 750 members</td>
</tr>
<tr>
<td>Revenue</td>
<td>Increase organization wide revenue by $250,000 without increasing dues</td>
<td>Increase organization wide revenue by $500,000 without increasing dues</td>
<td>Increase organization wide revenue by $750,000 without increasing dues</td>
</tr>
<tr>
<td>Strategic Partnerships</td>
<td>Identify allied health organizations with which VHHA could seek strategic partnerships</td>
<td>Execute strategic partnership with one or more allied health organizations</td>
<td>Seek opportunities to expand strategic partnerships with other allied health organizations</td>
</tr>
</tbody>
</table>
Augusta Health
Bath Community Hospital

Bon Secours Virginia
Bon Secours DePaul
Bon Secours Maryview
Bon Secours Memorial Regional
Bon Secours Richmond Community
Bon Secours St. Francis
Bon Secours St. Mary’s
Mary Immaculate Hospital
Rappahannock General Hospital

Buchanan General Hospital

Carilion Clinic
Carilion Franklin Memorial
Carilion Giles Community
Carilion Medical Center
Carilion New River Valley
Carilion Stonewall Jackson
Carilion Tazewell

Centra Health
Centra Bedford Memorial
Centra Lynchburg General
Centra Southside Community
Virginia Baptist

Chesapeake Regional

Children’s Health System
Children’s Hospital of The King’s Daughters

Children’s National Medical Center

Community Health Systems
Southampton Memorial
Southern Virginia Regional
Southside Regional

Grafton Integrated Health Network

HCA Virginia
CJW Medical Center
Dominion Hospital
Henrico Doctors’
John Randolph
LewisGale Medical Center
LewisGale – Alleghany
LewisGale – Montgomery
LewisGale – Pulaski
Parham Doctors’
Reston Hospital Center
Retreat Doctors’
Spotsylvania Regional

HealthSouth
HealthSouth Fredericksburg
HealthSouth Northern Virginia
HealthSouth of Virginia
Rehabilitation Hospital of Southwest Virginia
UVA/HealthSouth

Inova Health System
Inova Alexandria
Inova Fair Oaks
Inova Fairfax
Inova Loudoun
Inova Mount Vernon

Lake Taylor Transitional Care Hospital

LifePoint Hospitals
Clinch Valley
Danville Regional
Fauquier Hospital
Memorial Hospital
Twin County Regional Healthcare
Wythe County Community

Mary Washington Healthcare
Mary Washington Hospital
Stafford Hospital

Mountain States Health Alliance
Dickenson Community
Johnston Memorial
Norton Community
Russell County
Smyth County Community

Novant Health
Haymarket Medical Center
Prince William Medical Center

Pioneer Hospital of Patrick

Riverside Health System
Hampton Roads Specialty
Riverside Behavioral Health
Riverside Doctors Hospitals
Riverside Regional
Riverside Rehabilitation Institute
Riverside Shore Memorial
Riverside Tappahannock
Riverside Walter Reed

Sentara Healthcare
Sentara Halifax Regional
Martha Jefferson
Sentara RMH
Sentara CarePlex
Sentara Leigh
Sentara Norfolk General
Sentara Northern Virginia
Sentara Obici
Sentara Princess Anne
Sentara Virginia Beach
Sentara Williamsburg Regional

Sheltering Arms
Sheltering Arms Memorial Regional
Sheltering Arms St. Francis

St. Mary’s Home for Disabled Children

Universal Health
Cumberland Hospital for Children
Poplar Springs
Virginia Beach Psychiatric

UVA Health System
UVA Medical Center
Culpeper Regional
UVA/HealthSouth

Valley Health System
Page Memorial
Shenandoah Memorial
Warren Memorial
Winchester Medical Center

VCU Medical Center
MCV Hospital
Children’s Hospital of Richmond
VCU Community Memorial

Vibra Hospital of Richmond

Virginia Hospital Center

Wellmont Health System
Lonesome Pine
Mountain View Regional