Letter to Members

Just when we thought our environment and the issues could not be more challenging and uncertain, this year re-wrote the script as we again faced an even more daunting year than ever before. However, our partnership and work together are what saw us through, ultimately helping each of our institutions to serve the patients and communities who depend on us to be there when and where they need us.

This past year saw significant progress toward maintaining essential healthcare coverage through the reauthorization of New Hampshire’s bipartisan Medicaid Expansion program. While there are still challenges ahead, with beneficiaries transitioning to traditional Medicaid MCOs, the State’s implementation of the work and community engagement requirements authorized under the law, it is important that more than 51,000 Granite State residents continue to have access to the primary and preventive care that allows them to achieve and maintain their health. In addition, we were able to settle the ongoing challenges around the MET and DSH programs, eliminating the annual uncertainty these programs created and helping to ensure the financial stability of hospitals over the next several years.

The shifting balance of power, both in Washington and in Concord, may have significant implications for hospitals and our agenda in the coming months and years. The recent federal court ruling on the Affordable Care Act clearly demonstrates that we must remain vigilant in our efforts to advocate on behalf of our institutions, our patients and the communities we serve.

Through it all, what makes our success possible is the leadership and commitment you provide as a collective voice in support of hospitals and patients across the state. Your active engagement and participation in the New Hampshire Hospital Association is essential for the work we do together on behalf of our communities in delivering on the promise of the blue and white H we see around the state.

Thank you for your continued partnership with the New Hampshire Hospital Association, and we look forward to working with all of you in the year ahead.

Sincerely,

Cynthia K. McGuire, FACHE
Chair, NHHA Board of Trustees

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President, NHHA
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Androscoggin Valley Hospital

Peter Wright, FACHE, President & CEO
Valley Regional Healthcare
**Academic Medical Center**
4. Dartmouth-Hitchcock Medical Center

**Large Community Hospitals**
1. Catholic Medical Center
2. Cheshire Medical Center
3. Concord Hospital
5. Elliot Hospital
6. Exeter Hospital
7. Frisbie Memorial Hospital
8. LRGHealthcare, Lakes Region General Hospital
9. Parkland Medical Center
10. Portsmouth Regional Hospital
11. Southern New Hampshire Medical Center
12. St. Joseph Hospital
13. Wentworth-Douglass Hospital

**Critical Access Hospitals**
14. Alice Peck Day Memorial Hospital
15. Androscoggin Valley Hospital
16. Cottage Hospital
17. Huggins Hospital
18. Littleton Regional Hospital
19. LRGHealthcare, Franklin Regional Hospital
20. Memorial Hospital
21. Monadnock Community Hospital
22. New London Hospital
23. Speare Memorial Hospital
24. Upper Connecticut Valley Hospital
25. Valley Regional Hospital
26. Weeks Medical Center

**Specialty Hospitals**
27. Hampstead Hospital
28. Healthsouth Rehabilitation Hospital
29. New Hampshire Hospital
30. Northeast Rehabilitation Hospital
31. VA Medical Center
The New Hampshire Hospital Association is committed to being the leading resource on healthcare issues, representing the best interests of our member hospitals and health systems and the communities they serve, and advocating at the state and federal levels for policies that ensure viability, increased access and improved quality.

### 2018 Goals & Activities

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<thead>
<tr>
<th>2018 Goals &amp; Activities</th>
<th>Status</th>
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<tr>
<td>Protect coverage and access to care for 51,000 through the reauthorization of New Hampshire’s Medicaid Expansion Program</td>
<td>✔️</td>
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<tr>
<td>Protect Medicaid Enhancement Tax Settlement Agreement and Disproportionate Share Hospital (DSH) Payments</td>
<td>✔️</td>
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<td>Work to ensure the exclusion of Medicare and 3rd party payments in the uncompensated care calculations to fully protect critical funding pool for hospitals</td>
<td>✔️</td>
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<td>Address the substance use disorder crisis by supporting the State’s substance abuse prevention, treatment and recovery efforts</td>
<td>✔️</td>
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<td>Work to ensure state and federal regulations protect quality and safety oversight in the delivery of healthcare</td>
<td>✔️</td>
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<td>Ensure state regulations include consumer and provider protections, such as 3-D Mammography coverage and prudent layperson language</td>
<td>✔️</td>
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<td>Support hospital and health systems’ employee safety initiatives through training and education</td>
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<tr>
<td>Support hospitals and health systems in their efforts to improve quality and patient safety</td>
<td>✔️</td>
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<tr>
<td>Ensure access to care for NH veterans &amp; their families</td>
<td>✔️</td>
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<tr>
<td>Lead efforts to initiate statewide member collaboration on behavioral health challenges and opportunities</td>
<td>✔️</td>
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<td>Pursue business development strategies designed to improve profitability of the Association</td>
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### Strategic Priorities

- **Ensure rules, regulations and policies enhance patient safety, quality of care and healthcare delivery**
- **Enhance public understanding of the value and benefit of hospitals and healthcare delivery systems**
- **Increase the Association’s visibility and voice on behalf of hospitals and healthcare delivery systems**
Ensure Healthcare Coverage for Patients

The New Hampshire Health Protection Program (NHHPP) is making a difference in the lives of more than 51,000 Granite State residents who were previously uninsured. A bipartisan solution, New Hampshire’s Medicaid Expansion Program is doing exactly what it was designed to do: provide access to the kind of primary, preventive care that enables previously uninsured patients to achieve and maintain good health.

Along with our member hospitals, the NHHA engaged in a collective effort to ensure continued coverage through, and critical funding of, the reauthorization of New Hampshire’s Medicaid Expansion Program, now named the Granite Advantage Health Care Plan, for our most vulnerable citizens for the next five years.

Protect Medicaid Enhancement Tax Settlement Agreement

Since its inception in 1991, the Medicaid Enhancement Tax (MET) and Disproportionate Share Hospital (DSH) program have had a very tenuous existence. From its early days as a mere pass-through to generate additional federal matching funds, to the more recent contentious battles over the proper allocation of the MET and appropriate DSH funding, hospitals have stood together to ensure that this program continues to serve New Hampshire’s vulnerable, low-income residents. After aggressively challenging the State’s attempt to underfund the program as part of the last budget, and successfully challenging the federal government’s efforts to change the definition of uncompensated care, the NHHA and its member hospitals were able to secure certainty under a new agreement that provides the financial stability hospitals need to deliver essential healthcare services to their patients and communities.

Protect Quality & Safety Oversight

Within a safety-focused regulatory environment, the NHHA worked to maintain the flexibility for hospitals and health systems to respond to changing needs and opportunities to improve care by continuing to advocate that final rules promulgated under the Special Health Care Service License Statute include protections for public safety, assure access to essential healthcare services, enhance protections for our critical access hospitals, and maintain quality and safety standards for specific high-risk services.
Addressing the Behavioral Health Crisis in New Hampshire

Alongside member hospitals, community mental health centers and other key stakeholders, the NHHA continued to advocate for sustainable solutions to the behavioral health crisis devastating communities throughout the state. To assist our member hospitals remove barriers to care and meet the demands of patients suffering mental health issues and substance use disorders, NHHA is committed to ensuring the State address the systemic issue of inadequate resources across the entire mental healthcare system:

- Established a statewide multi-disciplinary hospital network of providers and professional staff dedicated to enhancing behavioral health services to better meet the needs of their patients
- Held Involuntary Emergency Admission (IEA) education training as part of statewide efforts to reduce the number of patients suffering mental health issues awaiting care in hospital emergency rooms
- Responded to the State of NH’s 10-Year Mental Health Plan to ensure the plan addressed the immediate challenges facing member hospitals due to the lack of funding and inadequate resources
- Supported the State’s efforts to address substance use disorders by committing funding over the next five years to help fully fund the Governor’s Commission on Alcohol & Drug Abuse Prevention, Treatment & Recovery Fund
- Partnered with the Rx Abuse Leadership Initiative and the State to launch a statewide Opioid Disposal Education Campaign through education, safe prescribing practices and the distribution of Deterra drug deactivation pouches
- Launching a behavioral health clinical learning collaborative in partnership with community mental health centers and mobile crisis response teams to establish and implement best practices in the delivery of care for this vulnerable population
- Working with hospitals statewide to help implement Medication Assisted Treatment (MAT) services in hospital emergency departments and physician practices to better serve patients seeking treatment

2018 Highlights

Annual Report 2018
2018 Highlights

Improving Profitability of the Association

The Association launched an Endorsed Business Partner (EBP) Program that centers on building strong and lasting relationships that deliver outstanding value, benefits and overall satisfaction to member hospitals. This new program allows NHHHA to bring greater value to its membership by connecting hospitals and health systems with carefully selected business partners who provide value-added services at reduced costs while financially supporting the Association. Since the launch, the Association has welcomed FocusOne Solutions, Hospital Careers, Jackson Physician Search and MCAG Services as endorsed partners.

Developing Physician Leadership in New Hampshire

In partnership with the New Hampshire Medical Society and the University of New Hampshire’s Peter T. Paul College of Business and Economics and College of Health and Human Services, NHHA supported the launch of the New Hampshire Physician Leadership Development Program for practicing physicians who aspire to be leaders and change agents within their organizations. This new program, facilitated by a grant from The Physicians Foundation and led by Neil Meehan, DO, Chief Physician Executive at Exeter Health Resources, strives to cultivate effective physician leadership across the Granite State from bedside to boardroom by teaching management, communication and leadership skills, fostering effective communication between medical staff and administration, and empowering physicians to foster change among their colleagues. In 2018, we welcomed 21 physicians from across the state into the inaugural cohort who will graduate the two-year program in June of 2020.

Improving Safety and Quality of Care

Working with every acute care hospital in the state and two Dartmouth-Hitchcock affiliates in Vermont, the Foundation for Healthy Communities continued its efforts to improve quality and patient safety through the Partnership for Patients initiative under the American Hospital Association / Health Research & Educational Trust’s (HRET) Hospital Improvement Innovation Network (HIIN). Funded by CMS as part of a broader effort to transform the healthcare system into one that works better for patients, this initiative has achieved $1.08 billion in healthcare savings for patients and insurers, 108,283 fewer patient harms and 7,345 lives saved nationally. The Partnership also supported efforts to ensure the safety of hospital and health system employees from physical harm by patients and others by providing SECURE Training in partnership with New Hampshire Hospital at several hospitals, training more than 150 hospital and health system employees.
Protecting Access to Care

Amid the changing and challenging political environment in Washington D.C., the New Hampshire Hospital Association remains committed on focusing our federal legislative efforts on protecting access to care, ensuring healthcare coverage and making healthcare more affordable for the patients and communities you serve.

This year presented additional challenges to ensuring the necessary access to coverage and healthcare so that **patients across the state can get the care they need, when and where they need it**. While Congress and the Administration continued their efforts to weaken the ACA, the collective efforts of hospitals, healthcare advocates and other key stakeholders prevented such a repeal. The recent federal court ruling invalidating the ACA demonstrates that we must continue these efforts.

The **340B Prescription Drug Savings Program** continues to be a vital program for participating member hospitals, allowing them to expand access to life-saving prescription drugs and comprehensive healthcare services to low-income and uninsured individuals. Earlier this year, Congress attempted to drastically alter the 340B Program, putting patient care at risk for millions of Americans. The NHHA has engaged in the **American Hospital Association’s (AHA) Advocacy Alliance for the 340B Drug Program** to oppose efforts to scale back the program and is supporting the **AHA’s 340B Good Stewardship Principles** to increase transparency and promote the value that the 340B Program provides to New Hampshire residents. While successes have been achieved in HHS’s implementation of the final 340B program regulations on drug ceiling prices and federal court direction that HHS provide updates on efforts to publish 340B prices online, we’ll continue to work with hospitals, the AHA and our delegation to ensure that the integrity and sustainability of the 340B Prescription Drug Savings Program is maintained.

The NHHA and its membership have supported efforts in the state that enhance the delivery of healthcare services to **veterans and their families** through partnerships that provide hospital support to the VA Medical Center and initiatives that ensure New Hampshire veterans get the care they need close to home. Along with the American Hospital Association and colleagues across the country, NHHA was proud to support the **VA Mission Act of 2018**, which was signed into law earlier this year. This bipartisan legislation enhances services for veterans by streamlining VA Community Care Program, ensuring access to community care while removing distance and wait period barriers, and requiring the VA to establish prompt payment deadlines.
Collaborating with hospitals since 1934, the New Hampshire Hospital Association provides leadership through advocacy, education and information in support of its member hospitals and health care delivery systems in delivering high quality health care to the patients and communities they serve.

www.nhha.org