



Nevada
Hospital
Association

ANNUAL REPORT



2021-2022

President's Message



Patrick Kelly
President/CEO
Nevada Hospital Association

This past year proved that Nevada hospitals can meet unprecedented challenges. The resilience of hospital leadership and staff, along with the dedication to the communities you serve, was remarkable!

I had the pleasure of visiting 47 Nevada hospitals this past year. From Caliente to Winnemucca, I witnessed great work under difficult circumstances. You and your teams performed magnificently. The communities you serve are very fortunate. I appreciated your kindness, hospitality, and willingness to explain the nuances of Nevada to me.

In my travels, it became apparent that the world we operate in is changing faster than ever before. Workforce shortages, reimbursement challenges, COVID surges and inflation are forcing us to respond in new and creative ways. My pledge to you is that the NHA team will mirror your efforts. We will also work to respond to challenges in new and creative ways.

Internally, the NHA team developed a strategic plan focusing on ways to better serve you. A modern, member friendly website is under construction. New software programs are being implemented to streamline accounting functions and

to create a membership database. We also retained a new IT vendor who is moving us to cloud based solutions.

Externally, we are experimenting with new ways to communicate with a variety of audiences. We launched *Silver State Hospital News*, a quarterly publication that shares hospital information with legislators and other key stakeholders. We hope this publication stimulates dialogue and understanding of the difficult issues hospitals are experiencing. We are developing advocacy videos that provide baseline knowledge of hospitals and the challenges we face. Finally, we are communicating with future healthcare workers by “meeting them where they are” - TikTok and Instagram. Junior high and high school students can explore hospitals and employment opportunities through short videos on TikTok and Instagram. Our objective is to open students’ eyes to great career opportunities that exist in their communities.

Advocacy remains at the heart of our mission. We met with numerous legislators, appeared before legislative committees, and offered public comment before several commissions. Workforce is a top priority. We share with everyone we meet the severity of Nevada’s healthcare workforce shortages.

The NHA team will continue to provide you with expertise in clinical care, patient safety, community resilience, communications, education, data analysis, finance, workforce development and special projects, such as the Medicaid Provider Fee Program.

Every success achieved and innovation undertaken this year reflects the trust you placed in us. Thank you!

A handwritten signature in black ink, appearing to read "Patrick Kelly". The signature is stylized and written in a cursive-like font.

2021-2022 NHA Board of Directors

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Workforce Program Director, H-1B RHCP/NDWG-ER

Chris Lake
Executive Director, Community Resilience

Kim Nichols
Executive Coordinator

Ian Welch
Data Analyst/Community Resilience Assistant



**Nevada
Hospital
Association**

Members

- AMG Specialty Hospital of Las Vegas
- Banner Churchill Community Hospital
- Battle Mountain General Hospital
- Boulder City Hospital
- Carson Tahoe Continuing Care Hospital
- Carson Tahoe Regional Medical Center
- Carson Valley Medical Center
- Centennial Hills Hospital Medical Center
- Desert Parkway Behavioral Healthcare Hospital
- Desert Springs Hospital Medical Center
- Desert View Hospital
- Desert Winds Hospital
- Dignity Health - St. Rose Dominican Blue Diamond Campus
- Dignity Health - St. Rose Dominican North Las Vegas Campus
- Dignity Health - St. Rose Dominican Sahara Campus
- Dignity Health - St. Rose Dominican Siena Campus
- Dignity Health - St. Rose Dominican West Flamingo Campus
- Dignity Health Rehabilitation Hospital
- Encompass Health Rehabilitation Hospital of Desert Canyon
- Encompass Health Rehabilitation Hospital of Henderson
- Encompass Health Rehabilitation Hospital of Las Vegas
- Grover C. Dils Medical Center
- Henderson Hospital
- Horizon Specialty Hospital - Henderson
- Horizon Specialty Hospital - Las Vegas
- Humboldt General Hospital
- Incline Village Community Hospital
- Infinity Hospice Care
- Kindred Hospital Las Vegas – Flamingo Campus
- Kindred Hospital Las Vegas – Sahara Campus
- Mesa View Regional Hospital
- MountainView Hospital
- Mt. Grant General Hospital
- Nathan Adelson Hospice
- North Vista Hospital
- Northeastern Nevada Regional Hospital
- Northern Nevada Medical Center
- Northern Nevada Sierra Medical Center
- Pershing General Hospital
- PAM Rehabilitation Hospital of Centennial Hills
- PAM Specialty Hospital of Las Vegas
- PAM Specialty Hospital of Sparks
- Reno Behavioral Healthcare Hospital
- Renown Regional Medical Center
- Renown Rehabilitation Hospital
- Renown South Meadows Medical Center
- Saint Mary's Regional Medical Center
- Sana Behavioral Health
- Seven Hills Hospital
- South Lyon Medical Center
- Southern Hills Hospital & Medical Center
- Spring Mountain Sahara
- Spring Mountain Treatment Center
- Spring Valley Hospital Medical Center
- St. Rose Dominican Hospitals - Rose de Lima Campus
- St. Rose Dominican Hospitals - San Martin Campus
- Summerlin Hospital Medical Center
- Sunrise Hospital & Medical Center
- University Medical Center of Southern Nevada
- VA Sierra Nevada Health Care System
- VA Southern Nevada Health Care System
- Valley Hospital Medical Center
- William Bee Ririe Hospital
- Willow Springs Center

Colleague Members

SNAMHS/Rawson-Neal Psychiatric Hospital

Associate Members

Behavioral Health Solutions

CarePort

Comagine Health

Desert Radiology

Donor Network West

Las Vegas Heals

MedX AirOne

Nationwide Perfusion Care Services

Nevada Donor Network

Never Give Up Behavioral Health Services

Qualivis

Sierra Donor Services

SilverSummit Healthplan

Talent Retention Plans

State and Federal Advocacy

State Advocacy

The 81st legislative session ended for legislators in May of 2021, but the Nevada Hospital Association's (NHA) work and advocacy continued. Several bills passed during the session raised significant concerns for NHA members and were addressed throughout the year.

SB 329 strained the ability of hospitals to negotiate contracts with insurance companies and other payers. The law was vague in critical places and placed criminal penalties upon those who misinterpreted it. The NHA membership voted to challenge the law in court. A lawsuit challenging the constitutionality of SB 329 and a request for injunctive relief was filed in the District Court in Carson City. Unfortunately, the judge denied our motion for injunctive relief and dismissed the lawsuit without a hearing. We petitioned the court to enter our expert witness's report into the record, but again our motion was denied without a hearing. The NHA hired the Jones Day law firm to appeal the matter to the Nevada Supreme Court.

SB 248 placed many restrictions and additional requirements on the collection of medical debts. As a result, some collection agencies stopped collecting medical debts. The state's debt collectors filed a lawsuit and request for injunctive relief in federal court. They too lost without a hearing. The Nevada Debt Collectors and the ACA International appealed the decision to the Ninth Circuit Court of Appeals. The NHA filed an Amicus brief in support of the debt collectors. The parties are awaiting a decision.

SB 420 created a public option insurance program for Nevadans. The NHA supported coverage for uninsured Nevadans but was concerned that commercial insurance customers would switch to the public option and further deteriorate our payments. The bill placed a floor on payments to hospitals at Medicare rates. We are concerned that the floor will also become the ceiling. Hospitals will receive no more than Medicare rates which do not cover the cost of the care provided. For several months, the state conducted "design sessions" to discuss the Public Option program, and the NHA provided public comment at

each of those sessions. The NHA is part of a broader coalition of healthcare providers and insurers assessing the challenges of implementing a public option program in Nevada and monitoring the state's activities.

AB 348 reorganized the Patient Protection Commission (PPC). Many Commissioners were replaced by people with a progressive agenda. The NHA provided public comment at numerous PPC meetings on topics ranging from patient access, expenses outside the hospital's control, and the corporate practice of medicine. We also wrote lengthy letters to Commissioners identifying structural problems that, if addressed, could lower healthcare costs for Nevadans.

As always, the NHA continued to participate in coalitions and hold regular meetings throughout the year with State Leaders.

Federal Advocacy

Nevada Hospital Association (NHA) members and staff met with our federal delegation via zoom and at their offices in Washington, D.C. Topics discussed included:

- The national nursing and workforce shortages
- Additional reimbursement and assistance for hospitals
- Physician shortages and Graduate Medical Education
- Safeguarding patient access to telehealth services, especially in rural communities
- Additional COVID-19 funding for hospitals
- Transitioning Medicaid beneficiaries when the Public Health Emergency ends
- Supporting legislation that protects hospitals and healthcare systems from cyber-attacks

The NHA worked closely with the American Hospital Association (AHA) on behalf of our members, and we increased our participation in AHA events. We are pleased to welcome AHA President, Rick Pollack to the 2022 Annual Meeting.

Community Resilience

The Nevada Hospital Association's Community Resilience program continues to be entirely grant-funded, providing services to our members without impacting member dues or the general funds of the association. Our goal is to help prevent avoidable mortality through the provisions of hospital system status monitoring, supply-chain observation, training, exercises, policy development, and warnings.

Our *Weekly Wrap-Up* newsletter provides a snapshot of the hospital infrastructure within Nevada and identifies challenges that may impact hospital operations. This document offers readers a brief digest of the current hospital occupancy rates, PPE and supply outlooks, cyber concerns, and current staffing challenges.

Other Community Resilience milestones that occurred in the past year include:

- Orchestrated a soft-landing for hospitals following the demobilization of the Crisis Standards of Care
- Provided Certified Healthcare Emergency Coordinator (CHEH) certification classes
- Developed and released the plain language alert draft protocols and procedures
- Maintained the critical hospital infrastructure portal and mandatory hospital data submissions to public health entities and HHS-Protect
- Conducted a statewide nursing survey culminating in a leads-list of nurses willing to work within Nevada hospitals



Communications, Education & Special Projects

The Nevada Hospital Association supports members with value-added services through communication initiatives, education opportunities and special projects.

The NHA provided a variety of one-off and ongoing communications to members in the form of monthly newsletters, emails, written reports, and documents. We respond to media inquiries on behalf of members and provide state and national entities with coordinated messaging. For example, we collaborated with member hospitals to promote vital programs like the Nevada 988 Lifeline launch. In addition, we developed a quarterly publication called *Silver State Hospital News* to share important hospital information with multiple stakeholders.

The Nevada Hospital Association held numerous webinars this year – most of which provided nursing CEUs. These included:

- Workplace Violence Proposed Regulations
- Safe Patient Handling and Mobility Equipment 101
- Using Medication Assisted Treatment in Hospital Emergency Rooms
- Burnout and Mental Wellness by Nevada Resiliency Project
- Nevada Perinatal Health Initiative – Implementing SBIRT in L&D

In addition, in-person courses also offered CEUs:

- Certified Healthcare Emergency Coordinator Course
- Partnered with Health Services Advisory Group to present to CAH Nurses: Sepsis for CAH
- Substance Use Disorder
- Ethics – Corporate Risk

Additionally, the NHA collaborated with Nevada Rural Hospital Partners to offer the mandatory 2-hour Nursing Cultural Competency, Diversity and Equity Course in an online format. This program will be available for as long as this training is mandated.

The Nevada Hospital Association held several meetings to develop the Medicaid Provider Fee Program. Under the Nevada Private Hospital Provider Fee Program (PHFPF), the Division of Health Care Financing and Policy (DHCFP) will “assess” private hospitals a fee. The fee will be used as



Communications, Education & Special Projects Cont.

the “state’s share” of a federal match. The state’s share will be submitted to CMS, and it will be “matched” at Nevada’s Federal Medical Assistance Percentage (FMAP). The PHPPF will bring increased payments to hospitals providing inpatient and outpatient services to Medicaid enrollees. Hospitals caring for the largest number of Medicaid beneficiaries will receive the greatest benefit.

In advance of the 82nd Legislative Session, the NHA is working on the 2022 Advocacy Campaign producing infographic papers and social media messaging on key legislative issues to help legislators better understand hospital and healthcare issues as well as educate members. In addition, we are working on short, informative videos to support these efforts. To support our advocacy efforts, we launched a successful HealthPAC campaign raising nearly \$66,630.40 (as of 8/23/22).

The Nevada Hospital Association is also actively engaged with Your Nevada Doctors (YND). Current work includes collaborating on strategy development to stave off attempts by trial lawyers to eliminate caps on medical malpractice awards.

To address the healthcare workforce shortage, the NHA is targeting junior high and high school students. This is the age when students begin making important decisions about their future careers. To meet these students where they are – social media - we are working with a company in Las Vegas to launch HospitalCareers on TikTok and Instagram to communicate the great careers available at their community hospital. To highlight our current workforce, the NHA continues to recognize the amazing achievements of members through the NHA Recognition Awards, the Nursing Essay Contest and Nevada Nurses of Achievement event.

Our 2022 annual meeting, again held at the Hyatt Regency Lake Tahoe Resort, Spa and Casino, is focusing on handling emergent situations, leadership, communication strategies for difficult situations, the political environment, and what to expect in the upcoming legislative session.

The Nevada Hospital Association continues these initiatives and partners with member hospitals to enhance quality healthcare in the Silver State.



Data & Financial Services

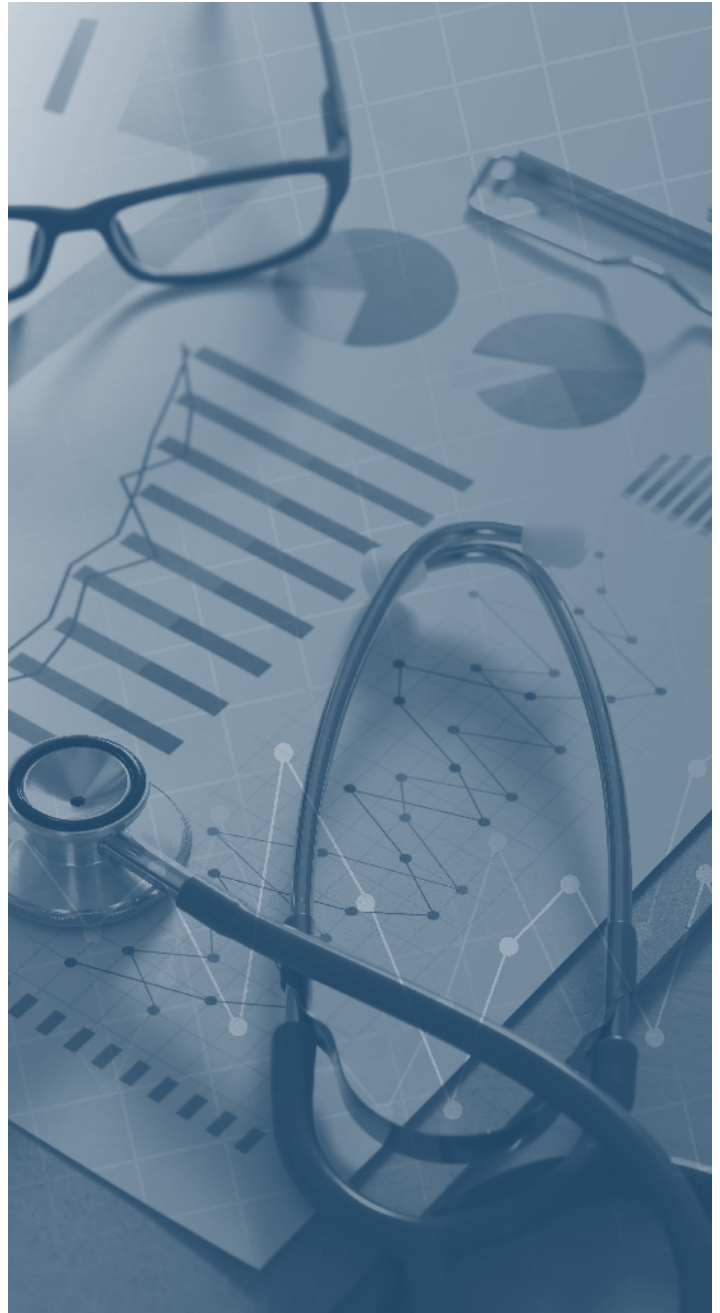
At the national level, the Nevada Hospital Association (NHA) advocates for members through financial programs and reimbursement requests to the Centers for Medicare and Medicaid Services (CMS) and the Department of Health and Human Services. This year, that included providing comment letters to CMS related to Medicare Advantage Plans, Inpatient Psychiatric Facilities, Inpatient Rehabilitation Facilities, and Inpatient Prospective Payment changes.

The private hospital Medicaid provider fee program continued to be discussed with agreement by the participating members on a model to present to State of Nevada's Department of Health and Human Services. Charlie Luband, Dentons, has been leading discussions with Suzanne Bierman, administrator of the Division of Health Care Financing and Policy on proposed State Plan Amendment documents and CMS Preprint. Discussion continues.

Through the NHA, several finance related committees met to discuss and address hospital issues:

- Business Office Committee to discuss claims payment issues including how to resolve issues with Nevada Medicaid and Nevada payors
- Contract Manager Committee to discuss current topics associated with Nevada and National payors
- Chief Financial Officers to address finance and legislative issues from State and Federal agencies

During the later part of the year, NHA will be spearheading work on financial-related legislation for members including provider fee, rate setting commission, cost growth targets, and Medicaid for All.



Workforce and Clinical Services

The NHA provides clinical expertise and services as a resource to assist clinical leadership with regulatory and statutory questions, in addition to compliance and reporting of state, federal, and regulatory mandates. We work collaboratively with the Division of Public and Behavioral Health in the regulatory process, advocating on behalf of member hospitals, with particular attention this year to reporting of Lupus, and Attempted Suicide; CA registry fees; and Workplace Violence.

Concerns regarding workforce shortages were heard and drove the NHA to partner with the Nevada State Board of Nursing to review and move to expand the CNA Scope of Work, attend the NSBN Education Advisory Committee to discuss expansion of nursing student opportunities for clinical rotations, and identify best practices to develop opportunities for retention and recruitment of staff. The NHA is engaged in several community workforce committees to collaborate with key stakeholders on behalf of members in developing innovative solutions to fill healthcare workforce gaps. In addition, the NHA conducted the annual Salary Survey providing compensation information on nearly 200 health care positions.

Information sharing is key when working with clinical leadership. We hold meetings with clinical leadership, including but not limited to, the NHA Patient Safety Committee, monthly Clinical Roundtables, Monthly Rural CNO Council, and quarterly regional meetings, to discuss a variety of issues including:

- Ongoing impact of the COVID-19 pandemic
- Sharing of best practices, resources, and challenges
- State and federal mandates to ensure compliance

HSAG HEALTH SERVICES ADVISORY GROUP

was one of 9 recipients to the 4-year CMS Hospital Quality Improvement Contract (HQIC) funding. The NHA is a subcontractor of HSAG, providing 14 qualifying hospital members with resources, tools and training opportunities in focused areas of quality improvement driven by Medicare Fee for Service data.

Association Grants

Workforce Grants

The Nevada Hospital Association was awarded multiple workforce grants for the 2021-2022 funding cycle. The H1-B Rural Healthcare Grant was a new workforce grant to the association. It awarded the association an additional \$2.3mm over a four-year work period. The H1-B program focuses on assisting people attending rural academic institutions.

The National Dislocated Worker Grant – Employment Recovery (NDWR-ER) program awarded the association \$389,762.

These programs aim to increase the number of underserved, underemployed, and unemployed individuals training in healthcare occupations. The grants help many participants with supportive funding for rental assistance, auto repairs, childcare, transportation, uniforms, school supplies, and necessary certification classes such as CPR and ACLS.

Preparedness Grants

The Community Resilience Program administers multiple grant programs from several different funding agencies. These funding agencies include ASPR, DPBH, and the CDC. While these grants fund various projects, the nexus is making sure the Nevada hospital system functions as a highly-reliable organization, ensuring patient access during disasters and significant events is immediately available.

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PLACEMENTS OF

new graduate nurses and four allied health participants enrolled and \$94,843 was given to northern Nevada hospitals as an on-the-job subsidy for these participants.

\$94,843

WAGE SUBSIDIES

paid to northern Nevada hospitals.

\$448,835

SUPPORTING

hospital preparedness and initiatives