

2019 - 2020 **ANNUAL REPORT**  
**H I G H L I G H T S**



**Nevada  
Hospital  
Association**



**64 MEMBERS**

**8,929 Member  
Hospital Beds**

**\$2,106,646 in Grant  
and Contract Revenue**

In putting together this Annual Report Highlights publication, I, along with the Nevada Hospital Association (NHA) staff, reflected on a chaotic time in the hospital industry. No one could have predicted the enormous impact that COVID-19 had, and continues to have, on the world and in Nevada.

For the last eight months, the majority of the work that we have done on behalf of our members has been related to COVID-19. Daily surveys and reports, phone calls with Governor Sisolak and his team, working with FEMA and the Department of Emergency Management, to name a few items. As you read this report, you will see the impact that COVID-19 had on the various NHA focus areas.

The NHA continues to proactively advocate for hospital members at the state and national levels and helps individual hospitals address their own unique challenges and opportunities. This report provides a snapshot of activities from September 2019 through September 2020.



The NHA engages with our members in the following areas:

- Advocacy
- Clinical Resources
- Community Resilience
- Communications
- Data Analysis
- Education
- Patient Safety
- Regulatory Compliance
- Special Projects
- Workforce Development

NHA Members represent 8,929 Nevada hospital beds including short-term acute care, long-term acute care, rehabilitation and behavioral health. Full NHA members are part of the Policy Development Committee that meets quarterly to vote on establishing the advocacy agenda of the Association.

If you have any questions about this report, please contact me or a member of the NHA Staff. I am proud to be associated with the hospital industry and with the life-saving work that our members do each and every day.

Sincerely,



Bill M. Welch  
President/CEO  
Nevada Hospital Association

## 2019 - 2020 NHA Board of Directors

### Officers

**Chair, Erik Olson**  
Renown Regional Medical Center

**Past Chair, Jason Bleak**  
Battle Mountain General Hospital

**Vice Chair, Mason Van Houweling**  
University Medical Center

**Treasurer, Chris Bosse**  
Renown Health

**Secretary, Bill Welch**  
Nevada Hospital Association

### Directors

**Carla Adams (Nurse Executive)**  
Northern Nevada Medical Center

**Lawrence Barnard**  
Dignity Health St. Rose Dominican Hospital - San Martin

**Tiffany Coury**  
Saint Mary's Regional Medical Center

**Leonard Freehof**  
Spring Valley Hospital Medical Center

**Rob Freymuller**  
Summerlin Hospital Medical Center

**Steve Killian**  
MountainView Hospital

**Tom Maher**  
Boulder City Hospital

**Donald Mackay, MD (Trustee)**  
University Medical Center

**Peggy Nelson**  
Encompass Health Rehabilitation Hospital of Desert Canyon

**Alan Olive**  
Northern Nevada Medical Center

**Todd P. Sklamberg**  
Sunrise Hospital & Medical Center

**Vince Variale**  
North Vista Hospital

# 2020 Full NHA Members (Policy Development Committee Members)

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- 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
- 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 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
- 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
- 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
- St. Rose Dominican Hospitals - Siena 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
- West Hills Hospital
- William Bee Ririe Hospital
- Willow Springs Center

## 2020 Colleague Members

- Elite Medical Center
- SNAMHS/Rawson-Neal Psychiatric Hospital

## 2020 Associate Members

Collective Medical  
Comagine Health  
Desert Radiology  
Donor Network West  
Global Medical  
Response  
HospitalCareers  
Lancaster Pollard  
Las Vegas Heals  
MedX AirOne  
Nevada Donor Network  
Nevada System of  
Higher Education  
SilverSummit Healthplan



*Team members from Nevada Donor Network at the 2019 NHA Annual Meeting.*

# 2020 Interim, Special Legislative Sessions and State Advocacy

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During the 2020 interim session, the NHA worked with the State on the regulatory implementation process. This included attending public workshops to ensure regulations were developed which were consistent with the legislative intent and involved appropriate stakeholders, as well as working with NHA members to keep them informed and offering specific workshops and guidance. Through advocacy, the NHA helps our members to continue to deliver safe, quality care in their local communities by influencing the legislative process. In 2020, we also faced two special legislative sessions.

## Interim and State Advocacy

- Created an NHA Patient Protection Commission (PPC) Advisory Group to assist hospital commissioners navigate the issues put in front of the PPC. The PPC developed two bill draft requests focusing on telehealth and transparency.
- Met with legislators on the 2020 election cycle.
- Notified NHA members of public workshops or any changes to:
  - Medicaid Reimbursement
  - Surprise Billing
  - Workplace Violence
  - Cultural Diversity and Competency
- Participated in Interim Health Care and Interim Finance Committee meetings to provide public comment and testimony.
- Provided oversight to committees including NHA/Nevada State Medical Association, KODIN and the NHA Government Affairs preparing reports and identifying gaps and needs to align efforts.

## 31st Special Legislative Session

The 31st Special Session addressed the historic \$1.2 billion budget shortfall caused by the COVID-19 global pandemic. Assembly Bill 3 (AB3) implemented the vast majority of budget changes, and items impacting healthcare include:

- A 6 percent across the board rate cut to Medicaid providers with hospitals being impacted the most
- Roll-back of rate increases from the 2019 Legislative Session for Acute Hospital Services (2.5% Increase)

While the increases from the 2019 Legislative Session for pediatric and neonatal intensive care services were initially identified in the proposed cuts, they were restored. Efforts continue with the State on full restoration.

## 32nd Special Legislative Session

The 32nd Special Session included Senate Bill 4 (SB4) which was introduced to provide business liability premises protection for exposure to COVID-19 by third parties. Unfortunately, this bill specifically excluded hospitals and other health services from the same liability protections granted to casinos, non-profits, and other government entities. The hospital community lobbied hard against this bill, but ultimately, it passed.

While the hospital community fully supported business liability premises protection for exposure to COVID-19 by third parties that includes all businesses, the NHA was not able to support legislation that excluded hospitals and other health care facilities from protection and unfairly targets their industry. As of this writing, efforts continue with the Governor to clarify Directive 011.



# Federal Advocacy



From left, NHA Vice Chairman Mason Van Houweling, NHA Treasurer Chris Bosse, CMS Administrator Seema Verma, NHA Chairman Erik Olson, and NHA President/CEO Bill Welch.

The NHA represents the interests of its members in government at the federal level. The NHA participates in national public policy issues by working closely with the American Hospital Association. While the NHA staff was limited in the amount of personal time spent with Nevada's congressional delegation, efforts were made to interact with them remotely.

- Scheduled and conducted meetings with Nevada's U.S. Congressional delegation in Washington D.C. and Nevada to help articulate hospital issues and concerns at a national level.
- Met with Congresswoman Susie Lee for a small roundtable discussion on the 340B program and impacts to Nevada hospitals.
- Worked with Congressman Amodei's office to coordinate a meeting between the NHA Executive Committee and CMS Administrator Seema Verma to discuss:
  - Medicaid Fiscal Accountability
  - Site neutral rate cuts to grandfathered hospital-based clinics
  - 340B payment cuts
  - Price transparency to assist consumers when making elective healthcare decisions
- Provided proactive and reactive communications to Congressional delegation staff on COVID-19 for the association and members including PPE, hospital reporting, bed capacity, and more.
- Coordinated letters and follow up information to the Congressional delegation on surprise billing and the HEROES Act.
- Participated in weekly AHA conference calls on strategies to ensure that we align our state and national efforts.

## A Forecast for 2021

As we approach the 2021 Nevada Legislative Session, we anticipate several issues to resurface while tackling new healthcare-related items. Through issue briefs, fact sheets and in-person dialogue, we will be prepared to face:

- Medicaid Reimbursement
- Tort Reform
- Staffing Ratios
- Healthcare Workforce
- Mental Health
- Workplace Violence Prevention
- Transparency Expansion
- Rate Controls

We will work with the State and others to pursue Medicaid cuts and ensure support from our members as we tackle ongoing issues and Medicaid Managed Care accountability.

# Communications & Special Projects



The 2019 - 2020 NHA Board of Directors and staff participating in a retreat to determine the strategic direction of the Association.

The NHA tackles communications daily and works on special projects throughout the year that are of interest to NHA members and benefit the broader health care community. We also research and identify national best practices that can be applied at state and regional levels.

- Coordinated the NHA Board of Directors Retreat in Las Vegas to help develop the strategic plan for members.
- Launched and monitored an abbreviated 2020 Nevada HealthPAC Campaign with monies used to advance the legislative



Nevada Hospital Association face masks that were provided to HealthPAC contributors.

- priorities of Nevada hospitals, promote responsible government through education and provide hospitals with a greater voice in policy discussions. As of September 1, 2020, the Nevada HealthPAC raised \$34,176.
- Conducted the NHA Annual Salary Survey with participation from 32 Nevada hospitals. Offered as a web-based collection and reporting tool, hospitals provided compensation information on approximately 172 positions, including executive, administrative, clinical and support service roles. The Salary Survey results are provided at no charge to the participating hospitals.
- Managed an advocacy campaign around SB4 and the detriment to Nevada's hospitals.
- Facilitated planning for the Western Regional Trustee Symposium in Reno. Unfortunately, the event was cancelled in April due to COVID-19.
- Coordinated with the NHA Executive Committee and the NHA HR Director logistics for the NHA CEO Search Process.
- Participated on AHA federal update

calls, attended Regional Policy Board meetings, and prepared e-mails and letters to the Nevada Congressional delegation based on a number of federal AHA Advocacy Alerts.

- Facilitated media requests for interviews with key staff on healthcare issues impacting Nevada as well as national issues.

## COVID-19

- Assumed the public information officer (PIO) role responding to media requests for the Association and members, participated in state and national planning calls and providing daily data reports to members.
- Partnered with other state hospital associations to bring NHA members Leadership and Resiliency: Navigating Through and Beyond COVID-19, a six-part Virtual Leadership Series for executives where six nationally known experts discussed the COVID-19 crisis. Topics included:
  - Resiliency
  - Healthy Policy
  - Financial and Strategic Planning
  - Unconscious Bias
  - Health Equity
  - New Healthcare Ecosystem
- Worked with NHA members to develop guidelines, press releases and talking points for:
  - Resuming medically necessary procedures surgeries
  - Resuming visitation policies for non-COVID-19 patients
  - Supporting the directive on wearing masks
  - Guidelines for resuming clinical rotations
- Collaborated with the Nevada State Medical Association on the safety of hospitals and providers through a joint social media campaign.



- Developed presentations for the Patient Protection Commission, Nevada Black Legislative Caucus and Las Vegas Chamber of Commerce on Nevada hospital efforts around COVID-19.
- Coordinated and participated on a variety of member communications including:
  - All-member town hall meetings
  - NHA Executive and Board of Director Committee calls
  - Email and website updates

*The National Hospital Association's daily reports have been instrumental to the FEMA-HHS mission in the State of Nevada. FEMA Region IX and HHS use the data to support fulfillment of resource requests including PPE, medicine and testing supplies which are adjudicated and coordinated from both the Joint Field Office in Oakland and the National Response Coordinating Center in Washington D.C. FEMA-HHS are very grateful for the support of the NHA.*  
 ~ John Woytak, FEMA Region IX

## Community Resilience

The Nevada Hospital Association's Community Resilience Program and Nevada Healthcare Preparedness Partners (NHPP) provided expertise and resources throughout the community through exercises, seminars and educational opportunities to the membership throughout the state. The Program expanded exponentially over the past year, forced by the state's COVID-19 response. Consultations and advising top officials, distributing equipment and supplies, managing the State's data collection, information dissemination and knowledge base, as well as grant management are just a fraction of the functions of this growing member service.

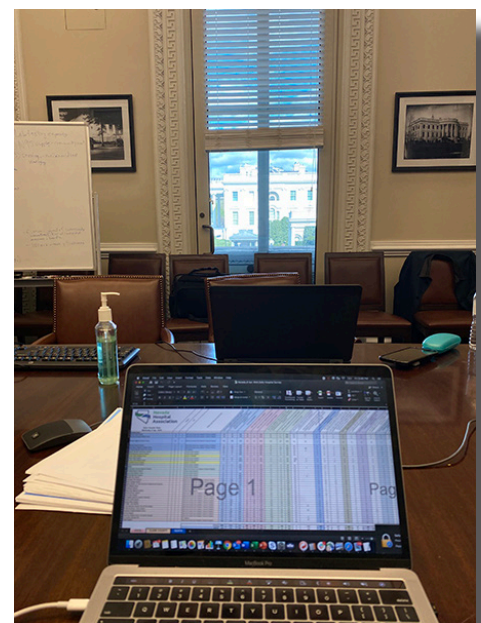
- Grants allow the Program to remain self-sufficient with essentially zero dollars coming from the NHA general fund or member dues. Grant management remains the cornerstone of the Program including grants from:
  - Assistant Secretary for Preparedness and Response
  - Centers for Disease Control & Prevention
  - Division of Public and Behavioral Health

### COVID-19

- Began disseminating information regarding a novel virus in Wuhan, China in early January 2020. At the time, there were only 44 cases and 11 hospitalizations. Fast forward a few months, and the NHA Community Resilience Program team found themselves summoned to the Governor's Office in Las Vegas to discuss possible scenarios for the State of Nevada.
- Provided daily updates to the Governor via virtual in-person meetings which began on April 4, 2020, and continued seven days a week for months. Attendees included:
  - Governor Sisolak and his staff
  - Nevada National Guard
  - Department of Public and Behavioral Health
  - Division of Emergency Management
- Delivered portable structures and screening tents to two rural facilities (Banner Churchill and Northeastern Nevada) to increase surge capacity, if needed.
- Managed the master mutual aid agreement (MMAA) including



*The Nevada Hospital Association and two key members were invited to participate with Governor Sisolak's expert discussion around COVID-19 in February 2020.*



*The Nevada Hospital Association data as seen from the computer of a member of the White House COVID-19 Task Force.*

# Data & Financial Services

interfacing with emergency managers and national guard units and coordinating overnight shipping supplies such as disposable gowns, masks, and ventilator circuits to members.

- Managed the data collection and health informatics of COVID-19, as well as produced reports, charts and graphs. The original 20-question survey quickly morphed into every day and 64 questions to meet federal mandates.
- Worked with HHS, FEMA, the Governor's Office and various counties, emergency managers and health districts to ensure that the NHA survey was the one survey needed to meet the needs and requests of all entities.
- Produced eight separate reports every day based on the data collected from members along with weekly medical intelligence reports and maintenance of the member's COVID-19 data portal.
- Distributed over \$1 million dollars to Nevada hospitals to help procure PPE supplies.
- The NHA Community Resilience Program Executive Director was appointed to the Nevada COVID-19 Mitigation and Management Task Force to review county and jurisdictional self-assessments and response plans.

*Bill Welch, NHA President/CEO, and Chris Lake, PhD, Exec. Director of Community Resilience, participate on a virtual call with Governor Sisolak, Nevada National Guard, the State and others.*



The NHA provides health plan and hospital operations expertise to member Chief Executive Officers, Chief Financial Officers, Contract Managers and Business Office staff to support their financial reporting, revenue cycle management and strategic planning. The NHA also provides analysis of key healthcare policy initiatives that impact the finances of members including advocacy efforts with Centers for Medicare & Medicaid Services (CMS), the Department of Health and Human Services, and other stakeholders.

- Restructured the NHA Data & Finance Committee quarterly meetings to monthly Chief Financial Officer meetings. Issues addressed included:
  - DHFCF Hospital Cost survey required by AB108 (79th session).
  - Changes to the Indigent Accident Fund and Disproportionate Share Hospital payments
  - Development and finalization of a Medicaid Dashboard
  - Nevada Hospital Quarter Reporting (NHQR)
- Provided comments to CMS Administrator Seema Verma on the Medicaid Fiscal Accountability Regulation (MFAR).
- Submitted comment letters and attended public workshops on the Nevada Medicaid Managed Care Organization request for proposal process.
- Formed NHA subcommittees for Medicaid MCOs and All-Payer Claims Database.

## COVID-19

- Submitted an 1135 waiver to CMS for relief from Medicare administrative requirements as well expansion of CMS benefits.
- Provided to DHCFFP items for the State's Medicaid 1135 waiver including payment of COVID-19 testing at Medicare rates which was granted.
- Monitored and tracked CARES Act Provider Relief funds working with members to validate receipt, provide information on terms and conditions, along with sign-off requirements.
- Worked with Noridian (NV Medicare Administrator) on billing and coding items associated with new COVID-19 codes, accelerated payment takeback process and Medicare Cost Report requirements for Provider Relief funds, ASPR grants and Paycheck Protection payments.
- Coordinated the distribution of the NHA ASPR grants funds to qualifying member hospitals.
- In conjunction with Nevada Rural Hospital Partners, met with DXC and Nevada Medicaid staff on:

- Medicaid FFS claim challenges experienced by members
- Developed new DXC "Life of a Claim" training material
- Facilitated and prepared the Nevada Hospital Community Benefit Report for hospitals with 100+ beds to meet the legislative requirements for reporting community benefits, charity care, collection policies and financial information.



# Workforce & Clinical Services

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The NHA provides clinical expertise and serves as a resource to assist hospitals with compliance of state, federal and regulatory mandates, and reporting requirements. We collaborate with clinical leadership at member hospitals to identify opportunities to improve patient safety and quality of care driving adoption of best practices while identifying opportunities for workforce development.

- Offered workplace violence (WPV) prevention workshops to members to support efforts in WPV Prevention planning, identifying best practices and to have a better understanding of the Nevada WPV law with the passing of AB348. More than 50 hospitals participated.
- Recognized nurses with the 20th Annual Statewide Nursing Essay Contest which identified the unique contributions nurses make in the care of patients and their loved ones during the COVID-19 pandemic.
- Collaborated with stakeholders on safe discharge planning to determine processes for patients with limited resources.
- Held the NHA Statewide Sepsis Coalition, holding statewide meetings via Zoom and included rural hospitals. As a measure of improvement, we tracked aggregated statewide data on compliance with Severe Sepsis, 3- and 6-hour bundle as well as Septic Shock, 3- and 6-hour bundle.
- Coordinated the collection of Staffing Committee Summary Reports and Staffing Committee Policies and provided to the Legislative Committee on Healthcare.
- Assisted member hospitals with compliance of statutory mandates, providing support to members by coordinating submission to meet regulatory deadlines with Patient Safety Checklists.
- Met with CNOs to provide an overview of NHA's role including:
  - Advocacy
  - Committees and nursing membership
  - Patient safety efforts and collaboratives
  - Regulatory requirements and review of proposed regulations
- Collaborated with DHHS to help bring hospitals into compliance with reporting to the Cancer Registry.
- Served as a subcontractor to Comagine Health to achieve a 20% reduction in overall patient harm and a 12% reduction in all-cause 30-day readmissions. The NHA received a total of \$252,700 cumulatively over the 3-plus-year contract which ended March 30, 2020.
- Provided an opportunity for North Vista Hospital to participate in a pilot study to reduce all cause 30-day hospital readmission by implementing Collective Medical's platform, EDIE, using the utilization insights to identify core causes.
- There were 84 new graduate nurses and allied health clients in the Healthcare Workforce Development program and \$227,742 in on-the-job wage subsidy was provided to northern Nevada hospitals. One hundred percent of the new graduate nurses enrolled in the program have obtained and retained full-time employment as registered nurses in Nevada.

## COVID-19

- Held weekly Clinical Roundtables on COVID-19-related issues including:
  - Best practices related to staffing challenges
  - Challenges with patient transfers
  - PPE shortages
  - Testing challenges
- Met with the Nevada State Board of Nursing, the Board of Medical Examiners and OD Board to discuss innovative ideas to fill workforce gaps.
- Worked with the Nevada State Board of Pharmacy to coordinate distribution of hydroxychloroquine to hospitals.
- Participated in weekly CMS and AHA conference calls.
- Worked with DHHS on Behavioral Health Crisis Standards of Care for Surg Capacity, solutions to reduce burden on ERs to improve ability to assess L2K patients.
- Worked with the Nevada State Board of Nursing, Deans of the nursing schools and hospitals to developed guidelines for hospitals to resume clinical rotations.
- Collaborated with the Nevada Health Care Association to safely transfer COVID-19 patients from hospitals to skilled nursing facilities.

## NHA Membership Meetings/Special Events

The NHA facilitated/coordinated a number of meetings including the NHA Board of Directors; the NHA Board of Directors Retreat; the NHA Policy Development Committee; NHA Government Affairs Committee; the NHA Data & Finance Committee; the NHA/NSMA Coalition; the NHA Patient Protection Commission Advisory Group; the NHA Hospital Patient Safety Committee; Statewide Rural CNO Council; 5th Tuesday Club of Northern Nevada; and 5th Friday Club of Southern Nevada.

Special state committees and task forces include the Governor's GME Task Force; Governor's Behavioral Health & Wellness Council; Nevada Health Link; Commissioner's Advisory Committee on Health Care and Insurance; Department of Health Care Finance and Policy; Medicare Payer Relations Committee; Medicare Compliance Officers Workgroup; Workers' Comp Fee Schedule and Trauma Activation State Advisory Committees; Nevada Homeland Security Commission; Nevada Action Coalition – Future of Nursing Campaign; Nevada Homeland Security Commission Finance Subcommittee; Criminal Justice Advisory Committee; Mental Health Subcommittee; Mental Health Working Group Task Force; State of Nevada Network Committee; TMCC Institutional Advisory Committee; Nevada Health Care Sector Council; and, Nevada Department of Education, Training and Rehabilitation.

## NHA Committee Memberships

NHA staff participate on state and national committees providing valuable input on health care-related matters. Some of these memberships include American Association of Hospital Accountants; American College of Healthcare Executives; American Hospital Association Governance Group; American Hospital Association Quality Committee; American Hospital Association Regional Policy Board 9; American Hospital Association Workforce Committee; American Hospital Association's Allied Public Relations Executives; American Hospital Association's Association of Educators; American Hospital Association CFO Committee; CMS Region IX Summer Collaborative on Patient Safety; Healthcare Financial Management Association Nevada Chapter; Comagine Nevada Board of Trustees; High Sierra Area Health Education Center, Board of Directors; Nevada Association of Health Care Quality; Nevada Executive Healthcare Forum; Nevada Mental Health Coalition; University of Nevada's Healthy Hospital Initiative; University of Nevada Project ECHO; and Western Region Alliance for Patient Safety; Northern Nevada Infection Control; Statewide Partnership on Opioid Crisis; and the L2K Task Force.

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