

The Center for Health Affairs

Leading Advocate for Northeast Ohio Hospitals

Report to Membership

2010





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2010 Report to Members

The Center for Health Affairs completed a successful 2010, filled with achievements on behalf of the hospital membership. This report includes an overview the work we did for — and with — you, our members, in 2010, and spells out our plans for 2011. It is organized under the primary areas that you have told us are most important to you: workforce, reimbursement, emergency preparedness, community health and public affairs.

We are appreciative of your continued support and involvement, and we believe that in return, we deliver a valuable portfolio of services. We look forward to our continued work with you.



Workforce

Since its inception in 2000, The Center for Health Affairs workforce initiative, NEONI, has secured more than \$1 million to support its programming in Northeast Ohio. Of that \$1 million, only 3.6 percent has come from NEONI membership dues. Funding has been achieved through grants, fundraisers and conferences, enabling NEONI to develop, implement and sustain a nursing workforce initiative across 12 Northeast Ohio counties for the last decade.

NEONI's power comes from its unique collaboration between academia and practice. It represents more than 200 members from 74 organizations across the region. In 2011, NEONI will work to expand membership in five additional counties: Sandusky, Huron, Tuscarawas, Trumbull and Mahoning.



StudentMAX™

A survey of nursing schools in 2003 revealed that one of the bottlenecks in the flow of new nurses into the workforce was occurring in the clinical placement process for nursing students. The Center identified and implemented a software tool, StudentMAX™, that enables efficient scheduling of placements and ensures they are fully utilized. StudentMAX™ increases clinical capacity, increases access to new clinical sites, and allows greater ease in matching nursing students with clinical placements.

Since it began in 2006, StudentMAX™ has been used to match more than 39,000 students from more than 30 nursing school programs with clinical placements.

Key 2010 Accomplishments

- During the 2009-2010 academic year, 27 hospitals and 29 nursing education programs used StudentMAX™ to schedule 14,146 students in 1,937 clinical placements. This is a 6.9 percent increase from the prior academic year.
- StudentMAX™ 4.0 – which included several enhancements for users – was rolled out in 2010.
- The Center was awarded a Workforce Innovations Solutions grant from the Ohio Board of Regents for approximately \$20,000 to support a pilot project expanding the use of StudentMAX™ to include allied health clinical placements.
- At the end of every year, each hospital participating in StudentMAX™ receives a report that summarizes its StudentMAX™ activity, including the number of clinical placements hosted during that year and in what parts of the hospital. These reports are tools that can be used as hospitals prepare their community benefit reports.

Plans for 2011

- The grant-funded pilot of StudentMAX™ for allied health goes through June 2011, after which time pilot partners will evaluate the effectiveness of StudentMAX™ for allied health placements and determine how to move forward.
- Plans for 2011 also include creating a standardized orientation module for clinical nurse faculty as well as moving the student nurse orientation test to an online application that will also collect other critical information needed for clinical training eligibility.

Click here or visit our website to watch a demo of StudentMAX™



StudentMAX Video Tutorials

Would you like to learn more about the benefits and features of StudentMAX™, NEON's Online Clinical Placement Tool?

Just simply click on the links below to view the two brief user-friendly online demonstrations through Microsoft Windows Media Player.

[StudentMAX™ Demo 1](#)
This demo will provide a brief overview of the benefits and objectives of StudentMAX™.

[StudentMAX™ Demo 2](#)
This demo will focus on StudentMAX™ user features, functions and navigation.

[www.chanet.org/WorkforceNEONI/
StudentMAXClinicalPlacement.aspx](http://www.chanet.org/WorkforceNEONI/StudentMAXClinicalPlacement.aspx)

Health Career Shadowing

Since 2002, the NEONI career shadowing program has been providing high school students the opportunity to interact with healthcare professionals in a real work environment and to explore the nursing and allied health professions. Students can choose to shadow a nurse or one of the following allied health professionals: laboratory technologist, pharmacist, physical therapist, occupational therapist, radiologic technologist or respiratory therapist.

Since the program's inception, more than 4,000 students from more than 138 high schools have shadowed healthcare professionals in more than 30 local hospitals.

Key 2010 Accomplishments

- The program, which is aimed at growing the healthcare workforce by attracting young people to healthcare professions, streamlines hospital administrative processes by coordinating the administrative tasks related to scheduling high school student experiences. NEONI's healthcare career shadowing manager dedicates more than 550 hours annually to coordinating shadowing experiences throughout Northeast Ohio, reducing the time demands on hospital staff.
- The shadowing program was tabled for the 2009-2010 academic year due to the H1N1 influenza outbreak. However, there has been significant activity in 2010-2011. At year-end 2010, a total of approximately 570 students from 10 counties were scheduled to participate in shadowing during that academic year. Of those, about 300 students from 50 high schools had completed their shadowing experiences at one of 24 different hospitals by the end of 2010.

Click here or visit our website to learn more about the successful high school career shadowing program.



Plans for 2011

- At the conclusion of the 2010-2011 school year, The Center will hold a series of breakfasts for high school guidance counselors and hospital shadowing coordinators to review the concluding academic year and make plans for the upcoming year of shadowing experiences.
- The current online registration system will be enhanced and upgraded to provide an improved registration experience for hospitals, schools and students. These upgrades will be in place for the 2011-2012 school year. New features will include access to real-time reporting for schools, the ability for students to pick the exact shadowing location and date of their choice, and online submission of shadowing schedules by hospitals.

[www.chanet.org/WorkforceNEONI/
BecomeAHealthcareProfessional.aspx](http://www.chanet.org/WorkforceNEONI/BecomeAHealthcareProfessional.aspx)

Workforce Development

Hospital and academic participants in NEONI have identified workforce development as an area where The Center can provide value. In particular, The Center has become engaged in helping new nurses transition successfully into the hospital setting and bringing established professionals along the leadership path.

Transition to Practice

An area where hospital nurse leaders have consistently suggested they are in need of support relates to the transition of new nursing school graduates to practice. Leaders have suggested that new graduates are not adequately prepared to step directly into the highly demanding role of a staff nurse.

Key 2010 Accomplishments

- In late 2010, hospital nurse managers were surveyed by NEONI for the purpose of gathering information that will serve as the basis for efforts to address the nursing practice gap in Northeast Ohio. The survey focused on nursing staff competencies and performance levels during their first year of practice.

Plans for 2011

- Based on results of the 2010 survey, a pilot project will begin during the 2011 fall semester with an education partner and two hospitals for their senior year nursing students. The focus will be those competencies that were scored the lowest.



NEONI Healthcare Leadership Institute

Launched in 2009, the NEONI Healthcare Leadership Institute educates and develops leaders in the healthcare industry through an online course and one-on-one coaching from an experienced healthcare manager. Created in partnership with Lorain County Community College, it includes a three credit hour online course that is offered each fall and spring semester and is available to all healthcare leaders.

Key 2010 Accomplishments

- A pilot of the new program was conducted for two semesters during the most recent school year. Six coaches and 21 students participated.

Plans for 2011

- The course will be made available based on student demand.

Nursing Workforce Forecast

The Center engaged Craig Moore, PhD, an economist from Massachusetts, with the support of Patricia Cirillo, PhD, of the local consulting group Cypress Research, to develop a predictive nursing workforce supply and demand model covering 17 counties in Northeast Ohio.

Key 2010 Accomplishments

- The model was unveiled for participating institutions the first week of October. This was followed by training sessions for those who wished to utilize the model directly.

- The Center contributed approximately \$30,000 to conduct and provide a series of supply and demand studies for NEONI membership. Additional funding has been provided by the Robert Wood Johnson Foundation, The Mt. Sinai Health Care Foundation and the M.E. & F.J. Callahan Foundation, in order to support the \$100,000 project.



Plans for 2011

- The model will be updated in 2011 with the release of U.S. Census data, after which time a public report also will be released.
- Plans are also being considered for expanding the forecast to the 22 counties served by the Nursing Institute of West Central Ohio and for developing a second model encompassing key allied health professions.
- The dynamic model will provide healthcare leaders the ability to see in concrete terms the effects of changes in the environment on the regional supply of and demand for nurses, creating a basis for regional healthcare workforce initiatives as well as individual member hospital planning.

Information & Education

Each year, The Center, through its workforce initiative NEONI, provides nursing professionals opportunities for learning and growth. This year, two such events took place, also enabling attendees to earn continuing education credits.

NEONI Annual Fall Conference

Key 2010 Accomplishments

- The 2010 conference featured Anita Finkelman, MSN, RN, author of *Teaching IOM: Implications of the Institute of Medicine Reports for Nursing Education*, who discussed the importance of integrating the IOM's five core competencies into nursing education programs. A panel of representatives of area nursing education programs discussed how they are currently working to implement the IOM teaching and learning strategies to reshape nursing curricula in their institutions.
- Participants were able to earn 3.25 contact hours.

Plans for 2011

- The presentation was so well received that two follow-up sessions – one for hospital educators and one for academic educators – are scheduled for spring 2011. These will be strategy sessions that will allow participants to work further with Finkelman to determine how to implement the IOM recommendations for nursing education.

Legislative Forum

Key 2010 Accomplishments

- In November, a legislative forum was held to update nurses on the implications of the 2010 mid-term elections for health policy and nurse advocacy. The Center's President & CEO Bill Ryan presented an overview of the election results and Immediate Past President of the American Nurses Association Rebecca Patton, MSN, RN, CNOR, provided helpful tips for effective nurse advocacy.
- Nurse attendees earned two contact hours free of charge.

New Initiatives for 2011

- The Center will develop and implement a collaborative between advance practice nurses from academia and practice for the purpose of conducting shared nursing research regarding evidence-based practice, patient safety, and quality of care. Called the Center for Research, Quality and Practice, the goal will be the development of best practices to address areas such as the nurse practice gap and care delivery models.
- A gala will be held to celebrate and recognize excellence within the nursing community. Those whose achievements have been of special significance to the nursing community will be honored with awards during an event that will serve to commemorate the profession.

Community Programs

Behavioral Health RoundTable

The Center's Behavioral Health RoundTable was initiated in 2007 as an opportunity for the membership and other members of the behavioral healthcare community to come together to find solutions to some of the challenges they are facing. It was formed in response to hospital leaders' concerns regarding timely and appropriate placement for psychiatric patients initially admitted to hospital emergency departments.

Key 2010 Accomplishments

- Staff supported the development by RoundTable participants of a standardized emergency department medical clearance form with agreement from hospital, community mental health and state hospital

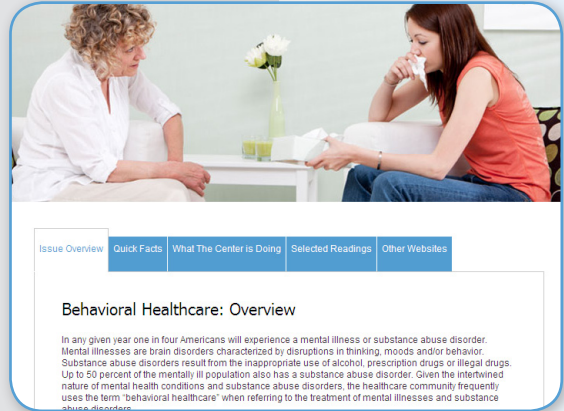
behavioral health professionals. The form is designed to create time and work efficiencies and facilitate patient transfers out of the emergency departments.

- After having identified the need to facilitate coordination of care for a particular population of patients, staff initiated the development of a secured website to be hosted by The Center to enable participating care providers to share specialized treatment plans.

Plans for 2011

- The launch of the secured website for access by all members is planned for 2011.
- A subcommittee of the RoundTable will help to address the issue of discharge planning and work will be done on a shared intake assessment that can be used and accepted by both the public and private sectors.

Click here or visit our website to learn more about Behavioral Health and what The Center is doing.



www.chanet.org/CommunityInitiatives.aspx

Transitions of Care

In 2009 The Center for Health Affairs, in collaboration with Better Health Greater Cleveland (BHGC), launched a quality initiative called Transitions of Care, with the goal of identifying best practices for reducing certain avoidable hospital readmissions. BHGC is an initiative established with the support of the Robert Wood Johnson Foundation through its Aligning Forces for Quality project.

Key 2010 Accomplishments

- A report that was developed to identify best practices and opportunities for improvement, based on a survey of participating hospitals and a review of literature, led to the development of pilot programs in heart failure and stroke care at two large area medical centers.
- The Transitions of Care Committee shared preliminary outcomes and best practices from the pilot projects with the NEONI Steering Committee in December.

Plans for 2011

- The Transitions initiative has evolved into the next phase of the Aligning Forces initiative, the Hospital Quality Network (HQN). The Center supports Better Health *Greater* Cleveland and assisted in recruiting Northeast Ohio hospitals to enroll in the HQN. A total of 11 hospitals enrolled in the initiative to reduce heart failure readmissions.
- The Center will engage the network of hospitals committed to reducing heart failure readmission rates in sharing strategies and tools, and by recognizing champions and promoting best practices. A learning exchange for participants is planned for the first quarter.
- The Center will develop readmission tracking capacity with enrolled hospitals in 2011.

Healthy Hospital Workforce

In 2008, The Center launched the Healthy Hospital Workforce grant program, which provided seed money and consulting support for grantee organizations developing initiatives aimed at improving the health of their employee populations.

Key 2010 Accomplishments

- The Healthy Hospital Workforce program concluded in 2010. In all, the program funded five hospitals, each for three years, with three beginning in 2007 and two beginning in 2008. Each of the five hospitals, with the support of a consultant, developed programs that achieved meaningful, measurable results for their employee populations. Nearly \$500,000 was distributed to these hospitals during the last five years to support their employee wellness programs.

Plans for 2011

- In 2011, a white paper highlighting best practices and lessons learned will be released to support the adoption of similar programs by other employers.

Emergency Preparedness

The Center for Health Affairs is designated by the state to coordinate hospital emergency preparedness activities and the federal grant process for this region. The Center's staff provide support far and above that experienced by hospitals in many other regions, including a significant amount of individualized consulting and assistance.

Grant Funding & Purchases

Key 2010 Accomplishments

- During the most recently completed year for federal funding, Northeast Ohio hospitals saw \$1.4 million in Assistant Secretary for Preparedness and Response (ASPR) grant dollars, plus an additional \$219,000 specifically for H1N1 influenza response.
- ASPR funds are allocated to hospitals based their emergency department visits. Hospitals received between \$21,000 and \$52,000 based on this allocation. Each hospital also received an additional \$7,848 in H1N1 funding.
- Approximately \$200,000 was spent on community integration – for example, including in preparedness planning those community clinics that would play a role in an emergency event – and an additional \$286,000 was spent on N-95 masks and industrial air conditioners, which were distributed directly to hospitals. Subsequently the air conditions were used in two hospitals during a power outage.
- The Center is also unique among regional hospital preparedness coordinators in that each year we obtain a waiver enabling us to use regional preparedness grant monies to fund replacement of relevant previously purchased ASPR hospital supplies that are expiring.

Plans for 2011

- In 2011, The Center will distribute \$1.5 million to hospitals and healthcare facilities to support communication, mass fatality, evacuation and decontamination planning; personal protective equipment purchases; and general training.



Training & Consulting

Key 2010 Accomplishments

- The Center coordinated four Trauma Nurse Corps Training classes, during which 100 staff from member hospitals were trained free of charge at a value of \$250 per person. The course is designed to provide the learner with the cognitive knowledge and psychomotor skills necessary for caring for a full spectrum of traumatic injuries.
- This year saw the completion of surge planning for two hospitals and points of distribution (POD) planning for three hospitals. This planning enables hospitals to respond appropriately to a surge in patients as well as to an event requiring mass distribution of medications to staff and family.
- The Center facilitated two emergency preparedness exercises for the region's hospitals and other community partners. The first focused on communication, hospital command center incident management, evacuation, and facility management. The second tested mass fatality management, evacuation, communication, incident command, and patient tracking. The exercises assisted hospitals with Joint Commission compliance as well as in meeting requirements under the federal grant.
- The Center's hospital coordinators spent more than 100 hours in one-on-one consulting with member hospitals, helping them to ensure they are familiar with necessary equipment and processes and that they meet minimum readiness standards according to federal and state program guidelines as well as Joint Commission accreditation standards.

Plans for 2011

- In 2011, we will continue with the Trauma Nurse Corps Training and engage 11 hospitals in surge and mass dispensing planning efforts.
- One tabletop and two regional exercises will be offered to enable hospitals to meet Joint Commission accreditation requirements.

Information & Collaboration

Key 2010 Accomplishments

- The Center's regional hospital preparedness coordinators obtained nuclear hazardous materials certification, enabling them to assist member hospitals in preparing and writing response plans specifically for nuclear

events. Because Northeast Ohio is located between the Davis Besse and Perry Nuclear Power Plants, the Joint Commission has begun evaluating Northeast Ohio hospitals' nuclear event response plans.

- The launch of a secure website in 2010 provides members with access to important resources regarding local, regional, state and federal ASPR initiatives. The site includes information about regional emergency preparedness exercises, spending plans, after-action reports, seminars and lecture series, regional response plans, key contact information, links to local, state, and federal websites, and more.
- A statewide memorandum of understanding for assistance in an event that exhausts all regional resources was signed by all ASPR hospitals in the region.

Plans for 2011

- The Center will continue working with other organizations around the state on implementation of the state burn surge plan, the state strategic healthcare plan and the state medical coordination for crisis standards of care planning.

Finance and Reimbursement

The Center for Health Affairs provides members with a variety of services and information resources that support the fundamentally important goal of achieving the best possible reimbursement for the services they provide.

Medicare Wage Index

The wage index assigned to the region by the Centers for Medicare and Medicaid Services (CMS) has a significant impact on the level of Medicare reimbursement the region receives, which is why it is so important for Northeast Ohio hospitals to regularly review the data used to derive the wage index and present it to CMS as advantageously as possible. The Center for Health Affairs has worked with its member hospitals for more than 12 years to ensure the data they submit is of high quality.

Click here or visit our website to learn more about The Center's Wage Index Project.

The screenshot shows a website interface with a navigation menu on the left containing: Finance and Reimbursement, Northwest Ohio Wage Index Initiative, Medicare Regulations, Data Resources, Medicaid HCAP, and Reimbursement Forum. The main content area features a header image of a stethoscope on a bar chart, followed by the title 'Hospital Finance And Reimbursement'. Below the title, there are three paragraphs of text: the first discusses the competitive edge needed in today's healthcare marketplace; the second explains the role of hospital finance and reimbursement professionals; the third notes that the Center supports these departments by staying ahead of developments. A 'Learn More' button is visible in the bottom right of the content area.

www.chanet.org/FinanceAndReimbursement.aspx

Key 2010 Accomplishment

- In 2010 Greater Cleveland hospitals enjoyed an additional \$7.5 million in reimbursement thanks to the wage index initiative spearheaded by The Center. Due to this work, in coordination with the membership, Northeast Ohio's average hourly wage, one component used to determine wage index, increased 5.8 percent over the previous year. During the same period, the national average hourly wage increased only 4.4 percent. The final wage index for the Cleveland region was 0.9051, a value 1.03 percent higher than the 0.8959 that would have otherwise been achieved.

Plans for 2011

- The Center will engage consultants Reimbursement Alliance Group again in 2011 to achieve similar success with reimbursement.

Research & Education

The Center provides updates and analysis of key policy affecting reimbursement and makes available finance and reimbursement experts to address any special reimbursement issues encountered by members.

Key 2010 Accomplishments

- The Center provided updates and analysis on a variety of reimbursement-related policies at both the state and federal levels, including updates to the fiscal year 2011 Medicare Inpatient Prospective Payment System effective October 1, 2010; changes to the Medicare Outpatient Payment System; proposed rules regarding Medicare re-enrollment; mid-term election impact on the hospital environment; the state budget; and changes to the franchise fee calculation methodology.

- Following the close of each quarter, The Center published the Key Indicators Report, a two-page publication that provides an overview of the most notable volume trends occurring throughout the region. The report includes easy-to-understand tables and graphics as well as analysis explaining possible reasons behind the trends. In 2010 a number of trends were highlighted, including ongoing decreasing total patient days, increasing emergency room cases, decreasing average length of stay, increasing psychiatric and chemical dependency days and increasing observations.



- The Center’s Reimbursement Forum provides members with an opportunity to work collaboratively on projects as well as to receive relevant finance and reimbursement information from The Center. The two on-site meetings allowed the group to network with their counterparts face-to-face while the monthly teleconference meetings allowed for sharing of important information and collaboration with the ease and convenience of a telephone call.
- The Center provided members access to finance and reimbursement consultants to answer any special concerns or to address additional issues of particular importance. These consultants also provided additional information and support to enhance the effectiveness of Reimbursement Forum meetings.

Plans for 2011

- The Center will continue to offer members access to expert consultants to address individual questions as they relate to each member’s specific reimbursement concerns. To ensure members have access to all of the reimbursement information they need, The Center has secured a contract with a new consulting group with an even more in-depth understanding of reimbursement issues in Northeast Ohio.
- As the array of data available to The Center grows, we will continue to provide reporting and analysis on the latest information and trends in order to paint a picture of the Northeast Ohio hospital landscape for its membership.

Advocacy

Key 2010 Accomplishments

- In June, CMS released the inpatient prospective payment system proposed rule for fiscal year 2011, which included an adjustment in the way inpatient reimbursement is calculated that would negatively impact hospitals. In response, The Center launched an advocacy campaign to educate Northeast Ohio’s Congressional delegation, including both senators, about the impact of these changes. In addition to providing each representative with a district-specific impact report, The Center held meetings with the office of each representative and senator to personally discuss the rule’s implications. Finally, The Center submitted a comment letter to CMS and provided talking points to members who wanted to speak with their legislators personally. Thanks to these efforts, both senators and all but one of Northeast Ohio’s representatives showed the hospital community their support by signing on to a “Dear Colleague” letter to CMS.

- The Center advocated on behalf of its members on a variety of other issues, including an extension of enhanced Federal Medical Assistance Percentage, the multi-campus health information technology issue, Payment in Lieu of Taxes concerns and non-profit tax status.

Plans for 2011

- As the uncertain path of health reform unfolds, The Center will continue to keep hospital reimbursement professionals informed and legislators aware of the hospital impact of any relevant provisions.

Data Resources

Through Volume Statistics and DATABANK, The Center for Health Affairs provides member hospitals with a variety of data tools they can use to monitor their financial and operational performance.

Key 2010 Accomplishments

- **Volume Statistics:** Virtually all of The Center's member hospitals participate in the Volume Statistics program, which provides a monthly overview of volume throughout Northeast Ohio. In 2010 The Center began a project to upgrade Volume Statistics, beginning with a user survey to update profile information. As part of the upgrade process, interviews were conducted with senior executives from a number of member hospitals to get a more thorough understanding of member needs and preferences. To ensure the security of the sensitive information contained within the Volume Statistics Reports, discussions with The Center's legal counsel are also underway in order to craft user agreements for VolStats users.
- **DATABANK:** In collaboration with Ohio's other regional hospital associations and the Ohio Hospital Association, The Center finalized an arrangement that will allow for the statewide expansion of this online financial indicators data tool. Initially adopted by The Center for its member hospitals, statewide expansion will offer hospitals and The Center access to the most up-to-date information on financial indicators for the region, the state and even the nation. This expansion also means individual hospitals will have a wider variety of similar hospitals with which to compare themselves. Currently 15 Northeast Ohio hospitals participate in DATABANK.

Plans for 2011

- The coming year will see the realization of the Volume Statistics upgrade project with the incorporation of new indicators specifically cited as being important to member hospitals. Members will also begin to benefit from the DATABANK expansion as additional hospitals are added to the database. Finally, analysis and reporting of trends uncovered through the data tools will continue while inclusion of additional tools to round out the data resources will be evaluated.

Public Affairs

A critical function of the association is to provide a unified hospital voice in the community, lending power to and building on the needs and perspectives of individual member institutions. The Center seeks opportunities to provide context for policy issues affecting hospitals and healthcare and to offer commentary on issues that are more difficult for hospitals to address individually

Click here or visit our website to access our Health Policy Issues Site, featuring 11 topics, quick facts, additional resources and more.



www.chanet.org/PublicPolicyAndAdvocacy.aspx

Key 2010 Accomplishments

- The Center published a series of issue briefs and policy snapshots, distributing them to more than 500 business leaders, policymakers and members of the media throughout the region.
- On a regular basis, The Center communicates with members of the media and those in public office to provide information that can create context for and inform policy decisions and media content.

Plans for 2011

- The Center will reach out to newly elected members of Congress and the Ohio General Assembly, as well as the new Cuyahoga County Executive and Council, to further the organization’s aim of informing policy decisions and identifying opportunities to further our advocacy agenda.

2011 Strategic Direction

During the summer of 2010, a task group of The Center for Health Affairs Board of Trustees underwent a strategic planning process in order to establish a three-year agenda for the organization. The Strategic Direction, as developed by the task group, capitalizes on the established successes of the organization, growing and expanding current initiatives and identifying opportunities for new programs and projects.

Following is a summary of the 2011-2013 Strategic Direction. More information, including project descriptions, deliverables and timelines, can be found online at www.chanet.org.

1.0 Data & Information

Provide member hospitals with timely, accurate and meaningful information that is valuable for improving our members' operational effectiveness.

- 1.1 Implement Volume Statistics 2.0
- 1.2 Maximize DATABANK Utilization
- 1.3 Initiate NEO Medicaid Tracker

2.0 Workforce

Assist our members in creating and developing the healthcare workforce for the 21st century.

- 2.1 Establish Nursing Workforce Model
- 2.2 Continue NEONI Activities
 - Job Shadowing
 - Leadership Training
 - StudentMAX™
 - University Connection
 - Center for Research, Quality & Practice
- 2.3 Expand Scope of NEONI to Allied Health
- 2.4 Transition to Practice
- 2.5 Create Destination NEO

Click here or visit our website to read the details of each section of our Strategic Direction



The Center's Strategic Direction

In the summer of 2010, a task group of The Center for Health Affairs Board of Trustees developed the Strategic Direction for the organization. The Strategic Direction provides a blueprint for the association for 2011-2013. Under the plan, the association will both sustain programming in areas the members are important to them and develop new programming. The initiatives have been grouped into five strategic initiatives: information, workforce, policy & economic development, quality & safety, and community. Each initiative includes specific deliverables along with an implementation plan. More detail is available on the website.

Strategic Initiative 1.0 - Data & Information

Provide member hospitals with timely, accurate and meaningful information that is valuable for improving our members' operational effectiveness.

Strategic Initiative 2.0 - Workforce

Assist our members in creating and developing the healthcare workforce for the 21st century.

Strategic Initiative 3.0 - Policy & Economic Development

Fully utilize the collective leverage of our members in the areas of community development, public policy. Provide regular, timely, and relevant information to C-suite leaders on emerging threats to members.

Strategic Initiative 4.0 - Quality & Safety

Support member hospitals in achieving or exceeding public indicators and best practice and patient safety through educational opportunities, sharing of data, interpretation of data.

Strategic Initiative 5.0 - Community Programs

Create opportunities for hospital/health systems to coordinate/collaborate to identify and address community and improve the benefits they provide to Northeast Ohio community.

[www.chanet.org/TheCenterForHealthAffairs/
Membership/AboutTheCenter.aspx](http://www.chanet.org/TheCenterForHealthAffairs/Membership/AboutTheCenter.aspx)

3.0 Policy & Economic Development

Fully utilize the collective leverage of our members in the areas of community development, economic development and public policy. Provide regular, timely, and relevant information to C-Suite leaders on emerging and issues of opportunity and threat to members.

- 3.1 Execute Annual Wage Index Review
- 3.2 Regional Advocacy Strategy
- 3.3 Implement Regional Economic Impact Study
- 3.4 Public Policy Research
- 3.5 Advocacy Forum
- 3.6 Create Buy NEO

4.0 Quality & Safety

Support member hospitals in achieving or exceeding public indicators and best practice benchmarks in quality of care and patient safety through educational opportunities, sharing of data, interpretation of data to the media.

- 4.1 Expand Scope of Better Health *Greater* Cleveland
- 4.2 Engage in Northeast Ohio Quality Collaborative

5.0 Community Programs

Create opportunities for hospital/health systems to coordinate/ collaborate to identify and address the health needs of the community and improve the benefits they provide to the Northeast Ohio community.

- 5.1 Initiate Community Needs Assessment
- 5.2 Continue Ongoing Emergency Preparedness
- 5.3 Initiate Community ROI Report
- 5.4 Expand Interface with Community-Based Primary Care Providers
- 5.5 Behavioral Health RoundTable

Funding the Association

The Center for Health Affairs works continuously to create tremendous value for member organizations. We achieve this by offering a strong cadre of services and programs that deliver results, and at the same time holding dues steady for a decade. To augment dues funding, we have utilized fundraising and we have supported the association for many years with our business affiliate, [CHAMPS Healthcare](#).

CHAMPS provides services to hospitals and other organizations primarily within the healthcare community in the areas of Group Purchasing, Oncology, Pension, Unemployment Compensation and Investments. These services not only generate revenue to support the organization, they also enhance the depth and breadth of our expertise and enrich the services and programs we are able to offer association members.



We invite you to check out our new website at

www.chanet.org.



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