



1999  
ANNUAL  
REPORT

# Greetings

FROM  
NJHA

New Jersey Hospital Association recently acquired a collection of historic postcards depicting the early days of New Jersey hospitals. They offer a nostalgic look back, a fascinating and sometimes amusing record of just how far our healthcare system has come. But they also serve as a reminder, that despite all the pressures we face in the new millennium, our roots remain the same. Beyond the bricks and mortar, we are a proud fellowship of healthcare professionals, committed to our patients and our communi-

ties. That mission, as plain and simple as our earliest hospitals, is the heart of our efforts - ours as your trade organization, and yours as a vital community resource. As you browse this annual report, we encourage you to take a moment to celebrate a year of accomplishments. And add them as one more chapter to our hospitals' long, proud tradition.

*Gay S. Carter*  
Gay S. Carter  
President, NJHA

*Diana A. Kue*  
Diana A. Kue  
Chairman, Board of Trustees



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# Have not forgotten home and friends.

Your's truly, Helene

AUGUST 1906 (GENERAL HOSPITAL, PASSAIC)

### A LEGACY OF ADVOCACY

- Mounted the "Managing" Managed Care campaign against the irresponsible payment practices of HMOs, which produced enforcement tools like the *Managed Care Regulatory Enforcement Resources*, surveys on HMO payment track records, model contract language and a statewide public advertising campaign that resulted in groundbreaking negotiations between hospital and HMO executives.
- Secured the Governor's signature on HMO prompt payment legislation and advanced a complementary bill addressing the problem of payment denials.
- Solidified bipartisan support from New Jersey's congressional delegation to fight for relief from the devastating cuts of the Balanced Budget Act.
- Fought a sizeable legal battle to protect hospitals' interests in the wake of HMO insolvencies, including

- successful argument on behalf of MAP hospitals and coordinating a pending directors and officers lawsuit.
- Won passage of one of the nation's first state mental health parity laws, ensuring that behavioral health conditions receive insurance coverage on par with physical ailments.
- Restored state funding for prenatal care to immigrant women who lost services under the Welfare Reform Act of 1996.

- Delivered more than 500,000 postcards and messages of support to elected officials as partners in an American Hospital Association advocacy campaign.
- Raised more than \$450,000 through HealthPAC to build support for elected officials who understand the interests of hospitals and healthcare.
- Spearheaded a voter registration campaign that added hundreds of hospital advocates to the voter rolls.
- Hosted a successful series of legislative breakfasts that brought lawmakers and hospital leaders together to discuss key healthcare issues.
- Organized a number of Capitol Hill advocacy days to link Garden State hospital leaders with Congress members to discuss legislative solutions for New Jersey.
- Represented New Jersey hospitals in critical meetings with state legislators and agencies on issues such as EMT registration, regulation of risk-sharing organizations, licensing of satellite clinics and the architectural review process.

### A RECORD OF DATA RESOURCES

- Developed the *HMO Gateway Early Warning System* to raise the red flag on financially ailing payers.
- Introduced the 1998-2002 *Pro Forma Medicare Margin Analysis* to provide the most current impact of federal Medicare cuts.
- Released the *Outpatient Prospective Payment System (OPPS) Resource* offering hospital-specific analysis on outpatient PPS.
- Continued to produce valuable longtime resources such as the *Financial Analysis and Statistical Trends (FAST)* report, the *Physician Information Resource System (PIRS)* and the *Hospital Performance Dashboard Report*.
- Prepared hospitals for the data and system challenges of Y2K by offering preparedness strategies, checklists and consulting services.



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# I have no use for this building as a home.

W.B.O.

AUGUST 1905 (ST. JAMES' HOSPITAL, NEWARK)

- Offered software and databases to provide comparative reports to home health agencies preparing for the implementation of OASIS and the prospective payment system.
- Produced the fifth edition of the *Comparative Clinical Outcomes Report* including educational sessions on hospital-specific rates.
- Advanced HINT legislation by helping secure six pilot hospitals for the state to implement Electronic Data Interchange.
- Provided ongoing resources to human resource professionals, including an expanded *NJHA Wage and Salary Report* with additional titles from across the healthcare continuum and the *HR Fuelites* report on labor union activity.

### A TRADITION OF EDUCATION

- Offered nearly 100 educational programs on a variety of topics including regional programming at hospital locations throughout the state.
- Redesigned the New Jersey Healthcare Leadership Congress to provide a full lineup of programming and networking in a convenient one-day format.
- Assisted in the development of physician leadership curriculum tailored for individual hospitals and systems.
- Designed a compliance training program. Understanding the Full Circle Process, and presented it on-site to hundreds of admissions, registration and billing personnel across the state. The program's success spawned a second full-circle program designed for physician office managers.
- Created two educational retreats specifically for trustees with nationally recognized speakers, part of the continuing record of the HRET Trustee Institute.

- Offered education and networking opportunities for auxiliaries through events such as Fall Focus, Money Mart and the annual Celebrate Volunteerism awards presentation.

#### A LEGACY OF RESEARCH

- Completed a study of geographic variations in the treatment of ambulatory care sensitive conditions, part of an ongoing effort to improve access to care and reduce healthcare costs. This project was funded by the Robert Wood Johnson Foundation.
- Implemented phase one of an initiative funded by a \$1 million Robert Wood Johnson Foundation grant to uncover why eligible New Jersey families are not taking advantage of health insurance programs like Medicaid and NJ KidCare.

- Released the findings from the first phase of a multi-pronged initiative on domestic violence. This initial report investigated hospitals' current practices in assessing domestic violence victims and referring them to services.

- Partnered with the state Department of Human Services and the Southern New Jersey Perinatal Consortium to oversee a pilot project to enroll children from two South Jersey counties in state insurance programs.

- Distributed new and enhanced publications, including the guide *Getting Children Ready to Learn: School, Healthcare and Community Relationships* in collaboration with the New Jersey School Boards Association, and a redesigned community health newsletter called *Shaping Healthier Tomorrow*.



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*William,*  
*My future home.*  
*Dr.*

AUGUST 1906 (COOPER HOSPITAL, CAMDEN)

#### A HISTORY OF PROFESSIONAL SUPPORT

- Organized a Nursing Supply and Demand Summit and developed a work plan focusing on recruitment, image/marketing, transitional education and the practice environment.
- Created HMO Watch, an Internet-accessible e-mail system allowing hospital staff and NHA to exchange information and concerns on managed care matters.
- Developed two benchmarking tools on nurse staffing and patient falls to capture comparative information for healthcare professionals.
- Partnered with the New Jersey Joint Teaching Hospital Forum to launch workforce studies on physician demographics.



EISENHOWER HOSPITAL CIRCA 1947

- Established a task force to monitor the Department of Health's licensure reform amendment process.
- Provided hospital public relations staff with updated guidelines on the release of patient information to the media developed by a work group of hospital representatives and members of the media.

#### A RECORD OF CONTINUING CARE RESOURCES:

- Developed the OASIS distance-learning project, the first Internet-based educational program offered by NHA. This program gives home health agencies a cost-effective alternative to meet staff education needs for OASIS.
- Established the assisted living advisory committee to steer NHA's efforts in areas such as policy education and data gathering.
- Prepared members for the ambulatory payment classification (APC) method for outpatient services by holding four successful education sessions and developing an "APC Readiness Program" covering areas such as data quality, reimbursement and data flow services.
- Offered educational programming regarding far-reaching changes to the survey process for long term care.

- Advocated for Balanced Budget Act relief for continuing care through meetings with members of the New Jersey congressional delegation.

- Provided recommendations to the state as it revises the rehab licensing manual for the first time in nearly 15 years.
- Succeeded in minimizing Medicaid reductions for long term care through advocacy in collaboration with N.J. Association of Health Care Facilities and the N.J. Association of Not-For-Profit Homes for the Aged.
- Participated in the N.J. Advisory Council on ElderCare, which is delivering recommendations to the Governor regarding future directions for policy and services for senior citizens.

#### A TRADITION OF SERVICE:

- Sent NHA executives on visits to all member hospitals to discuss better ways to meet member needs and



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*Folk's,*  
*This is the extent of our travels this summer.*  
*May Y.*

SEPTEMBER 1954 (St. FRANCIS HEALTH RESORT, DUMONT)



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- delivered presentations at board meetings and retreats on the state of healthcare in New Jersey.
- Redesigned and expanded the NHA web site, www.njha.com, to include new features such as a password-protected members-only area and a virtual library featuring news clips, health statistics and an on-line computer catalog.

- Created the versatile presentation *The Perplexed Storm: New Jersey Hospitals Reveal the Elements of Change* to help hospital leaders explain the current market challenges to their staffs, communities and opinion leaders.

- Filled nearly 17,000 requests for information through the NHA library, including electronic database searches and circulating books and periodicals.
- Represented the hospital community in the media by responding to hundreds of reporters' requests for insight and information.
- Met with newspaper editorial boards across the state to influence opinion pieces that better reflect the challenges facing New Jersey hospitals.
- Offered assistance to members preparing for JCARD surveys, including a new JCARD section on the NHA web site.

- Kept members current on banking news and ongoing issues through publications such as *NewLink Healthcare New Jersey*, *Leading Opinions* and *Government Daily*.

- Provided notices from the *New Jersey Register* and *Federal Register* to keep members informed of important governmental changes.

- Helped 65 New Jersey hospitals implement and market "Your Shot for Good Health," a pneumococcal vaccine outreach program.

- Developed resources to help hospital auxiliaries connect with their communities, including "HELP: the Helmet Emergency Labeling Program" and *Catalysts for Change: A Healthcare Advocacy Program for Hospital Auxiliaries and Volunteers*.

- Assisted allied organizations in identifying organizational trends and developing appropriate strategies, as well as offering fee-for-service administrative support to NHA allied members.

#### A HISTORY OF BUSINESS OPPORTUNITIES

- Offered members savings opportunities through NHA Corporate Services, including 176 new contracts under the group purchasing program.

- Issued three credits to members for the fifth straight year, part of an NHA Corporate Services program to reward members for their business.

- Extended the group purchasing pharmacy and materials service portfolio to affiliated alternate care sites.

- Obtained more than \$500,000 in credits against unemployment claims for hospitals through Princeton Claims Management. PCM also represented members at US administrative hearings.

- Provided members the service and convenience of the Healthcare Employees Federal Credit Union, an NHA affiliate.