

2023

TENNESSEE HOSPITAL ASSOCIATION

# ANNUAL REPORT



TENNESSEE  
HOSPITAL  
ASSOCIATION

## PILLARS

The Tennessee Hospital Association's (THA) programs and services are based on four pillars: advocacy, quality and patient safety, information and technology, and member services. THA also serves as a neutral forum for discussing issues impacting hospitals.

*This annual report highlights the major accomplishments of THA in 2023.*



### ADVOCACY

Advocacy is at the heart of THA's mission and service to members. The Association serves as a vigilant monitor on emerging state and federal issues and policies that are of interest to or may affect its diverse members. THA also serves as the united voice of hospitals and health systems on issues in the political arena. THA creates legislative proposals requested by membership or determined to be important by staff to support or improve access to care, operations, and reimbursement.



### QUALITY AND PATIENT SAFETY

Promoting continuous quality improvement through sharing of information on proven strategies for success is a critical component of the Association's work to support hospitals in the delivery of safe, quality patient care. This work, which focuses on the goal of "zero preventable harm," supports hospitals' efforts to reduce and eliminate hospital-acquired conditions and infections. The Tennessee Center for Patient Safety leads this work for the Association.



### INFORMATION AND TECHNOLOGY

THA Information Services collects both hospital claims data and admission, discharge, and transfer (ADT) real-time data for THA members. THA also serves as a resource for other data that are collected on the *Joint Annual Report of Hospitals (JAR)*, population data, and data regarding other healthcare providers.



### MEMBER SERVICES

An array of other services and benefits are available to membership including access to experts on regulatory, policy, legislative, and financial issues impacting hospitals. THA provides communication and educational opportunities to keep members knowledgeable regarding the rapidly changing healthcare environment. THA also provides support for small and rural hospitals, workforce development, and reimbursement challenges as well as assisting members with operational improvement through products and services offered by THA Innovative Solutions.

# STATE-LEVEL ADVOCACY

The first session of the 113th General Assembly convened in Nashville on Jan. 10 and began with the seating and swearing-in of 20 new legislators, 17 representatives and three senators, and the inauguration of Governor Bill Lee for his second term.

THA focused on priorities identified by members during the 2023 legislative session, successfully amending and defeating multiple bills that would have had an adverse impact on hospitals and ensuring passage of key pieces of legislation.

While topics of interest seemed to regularly shift throughout the 2023 session, healthcare and hospitals remained a focal point. In addition to making a historic financial investment in Tennessee hospitals, the legislature passed three out of four bills championed by THA.

Hospital financial advocacy was a top priority throughout the legislative session. Thanks to numerous conversations and meetings between hospital leaders and legislators during this year's THA Legislative Day on the Hill and the work of the advocacy team, additional funding was approved for hospitals including a large state investment that now allows dollars generated by the annual hospital assessment and federal matching funds to be used to provide critical financial support to Tennessee hospitals. The information used in our financial advocacy and the successful results are outlined below.

## EDUCATION ON HOSPITAL FINANCIAL LOSSES:

Discussions regarding financial challenges faced by hospitals and the need for the state to re-invest state dollars to fund core services for the TennCare program currently funded by the hospital assessment took place throughout session. THA continued to educate TennCare and leaders that hospitals are caring for TennCare patients at a financial loss, with total reimbursement covering less on the dollar than it has in years – currently 75 cents on every dollar.

Foundational to these efforts was a THA commissioned study conducted by Kaufman Hall that provided data on Tennessee hospital finances including that nearly 60 percent of hospitals operated at a financial loss in 2022 and that costs had increased more than \$3.2 billion since 2019.

## FINANCIAL ADVOCACY SUCCESS:

### State Appropriations

The approved state budget for fiscal year 2023-2024 includes several significant appropriations for hospitals. These include:

#### **\$110 MILLION**

in nonrecurring, earmarked funds from the TennCare reserves to replace a portion of state dollars typically generated by the hospital assessment to fund core services for the TennCare program. This funding is eligible for federal matching funds.

#### **\$9.5 MILLION**

in recurring funds for TennCare to eliminate its dependency on the federal share of certified public expenditures (CPE) claimed from uncompensated care at public hospitals. This additional buyback creates funding availability that also is eligible for federal matching funds.

#### **\$10 MILLION**

for two years to fund children's hospital infrastructure grants.

## One-time TennCare Payments

- **Uncompensated Care Payment for Hospitals:** Successfully advocated for a second one-time payment to help cover the uncompensated care costs associated with caring for uninsured patients. In March 2023, \$337 million in new charity care payments were made to Tennessee hospitals. Timing of the payments ensured that hospitals benefitted from the maximum amount of enhanced FMAP available.
- **Future One-Time Payments:** Worked with TennCare to secure a federal match for \$119.5 million (funded by the \$110 million and \$9.5 million from the Pg. 2 State Appropriations) in new state funding and secure a federal match for the final accumulation of assessment dollars related to enhanced FMAP. Together, this will result in **\$696 million in additional one-time payments to hospitals in FY 2024.**

## GME & CPE Changes

- **GME Funding for Hospitals:** Worked with TennCare to review policies and design the new funding methodology for Medicaid graduate medical education (GME). Overall, \$79.5 million was distributed in total GME funds, which includes an additional \$32 million total in new funding that was made possible by a state appropriation by the General Assembly.
- **CPE Changes:** Following years of advocacy by THA, 2023 was the year TennCare implemented a change to its policy and allowed public hospitals, from which the certified public expenditures (CPE) originally had been claimed, to receive their portion. This allowed for \$82.7 million to be distributed to public hospitals across Tennessee, as well as removed a significant barrier to new hospital payments going forward.

## ARPA Grants

**ARPA Grants for Hospitals:** THA worked with the Tennessee Department of Health and advocated for the inclusion of all hospital provider types in the American Rescue Plan Act (ARPA) grant program, as well as the inclusion of practice transformation grants to support hospitals. ARPA grant awards totaling \$250 million were announced in May and July when 17 hospitals received Capital Improvement awards totaling \$120 million and 12 hospitals received Practice Transformation awards totaling \$30 million. Five health systems also received provider-focused Practice Transformation awards.

## Recurring Supplemental Pools

In SFY 2023, THA worked with TennCare to calculate and inform members on supplemental pool payments, and ensure they were distributed on a timely basis. Below are the amounts distributed:



<b>Total Virtual DSH</b> .....	<b>\$127.8 MILLION</b>
<b>Total Statutory DSH</b> .....	<b>\$80.3 MILLION</b>
<b>Charity</b> ( <i>Safety Net, Rehab, Charity, and Self-Pay Pools</i> ) .....	<b>\$477.2 MILLION</b>
<b>Total Critical Access Hospital (CAH) Cost Reimbursement</b> .....	<b>\$14.3 MILLION</b>
<i>(\$17.3 Million if you include CAH Charity)</i>	

## STATE LEGISLATIVE SUCCESS:

- **Hospital Assessment:** Once again passed the voluntary hospital assessment that provides critical funding for the TennCare program. The assessment generates more than \$1.7 billion for the TennCare program.
- **Emergency Psychiatric Treatment:** Concluded a multi-year effort to improve access to emergency treatment for psychiatric patients with passage of the "second signature" bill.
- **State Board:** Repealed the state Board of Radiologic Imaging and Radiation Therapy.
- **State Abortion Law:** Updated the state's abortion law to preserve the original intent of the law by removing its "affirmative defense" clause and making an exception for emergency medical procedures to prevent death or irreversible impairment of major bodily function.
- **Successfully amended and defeated multiple bills** that would have had adverse impacts on hospitals.

## OTHER STATE ADVOCACY ACHIEVEMENTS:

- **Advocacy Forums:** THA hosted three in-person Advocacy Forums with members in July and August to review and collect feedback on a number of state policy issues in preparation for the development of the Association's 2024 legislative agenda. This represented a significant change in the timing of these events from prior years, moving them forward to the summer months in order to position the Association to establish its legislative priorities in the fall thereby supporting member advocacy efforts with members of the General Assembly during the fall and winter months prior to the start of legislative session.
- **Corporate Practice Guidance:** THA worked with expert corporate practice of medicine attorneys to create guidance for board members related to Tennessee's corporate practice of medicine law with potential solutions and workaround options for hospitals and health systems.
- **District Dialogues:** THA organized small group District Dialogue events across the state with hospital leadership and key legislators. These small meetings provided an opportunity for hospital leadership to get valuable face time with elected officials and provide a localized approach that will allow development of more meaningful productive relationships. District Dialogue events were held in each region of the state and hosted by member hospitals: In West Tennessee, the event was hosted by West Tennessee Healthcare at Humboldt Medical Center. In Middle Tennessee, the event was hosted by Lifepoint Health at Sumner Regional Medical Center. And in East Tennessee, the event was hosted by Acadia Healthcare at TrustPoint Hospital.
- **Financial Web Page:** THA created a web page on its website that showed the severity of hospital financial challenges using the data collected from the Kaufman Hall report and hospital survey. It also included reasons why hospitals are experiencing financial challenges and options to address the problem.



### STATE ADVOCACY MONTHLY UPDATE

THA created a new monthly newsletter in response to member feedback to further communicate outside of the legislative session. The newsletter is distributed the first Monday of each month to the *State Legislative Bulletin* audience.

Each month, the newsletter highlights key THA state government activity and includes upcoming THA and state legislative and executive branch meetings, state rulemaking hearings and review requests, and key advocacy talking points to prepare for the upcoming state legislative session.

It also includes two new items used by the state government affairs team this year to gain critical member feedback on overall 2023 session performance and 2024 legislative proposal ideas in order to best respond to members' needs and input.

- **State Legislative Guide:** THA developed and distributed a state legislative guide that provides an overview of priorities and issues expected during the upcoming 2024 legislative session that articulates core advocacy messages. The guide was distributed to the THA Board of Directors during THA's November strategic planning session and sent to the rest of the membership to use as an advocacy tool.
- **Hospital Heroes:** This year, THA honored Sen. Becky Massey (R-Knoxville), Rep. Esther Helton-Haynes (R-East Ridge) and Rep. David Hawk (R-Greeneville) for their dedication, commitment, and support for Tennessee's hospitals.
- **Friends of THA:** *Friends of THA* met its fundraising target of \$180,000 with outstanding engagement from hospital systems, facilities, and board members. The campaign kicked off at THA's Legislative Day on the Hill and concluded at THA's Annual Meeting in September. More than \$187,000 was raised this year.
- **Fundraising Event:** THA hosted a breakfast fundraiser for Senate Majority Leader Jack Johnson. It was a successful event with many THA board members and hospital leaders in attendance including several who live in Leader Johnson's district.

# FEDERAL-LEVEL ADVOCACY

At the federal level, THA was actively involved in a variety of legislation, policies, and programs that could impact hospitals and healthcare. Many of the federal advocacy priorities focused on hospital funding. THA continued to fight for policies that raise reimbursement for hospitals such as setting a national floor for the area wage index to stop the endless backsliding. The Association estimated a national floor would help more than 75 percent of Tennessee's hospitals and raise Medicare reimbursement by \$700 million. THA strongly pushed back on harmful policies such as recent conversations about expanding site neutral cuts, which could cut more than \$203 million in the first year of implementation. These financial analyses were shared with members and the federal delegation to educate them on the potential impacts of their actions.

## OTHER IMPORTANT FEDERAL ADVOCACY ACHIEVEMENTS:

- **Area Wage Index:** THA's advocacy and engagement with Tennessee's federal delegation and the Centers for Medicare & Medicaid Services (CMS) helped to secure the continuation of the low wage index hospital policy. The policy has helped to boost reimbursement for hospitals in the lowest quartile (below 25 percent). This has protected Tennessee hospitals from the continued unfair erosion in Medicare payments and has been a critical lifeline for Tennessee hospitals, providing more than \$100 million in reimbursement relief.
- **Medicaid DSH:** Tennessee is at a unique disadvantage as the only state without permanent disproportionate share hospital (DSH) funding. With strong, bipartisan support from our congressional delegation, Tennessee has received several short-term extensions of partial DSH payments since 2003. THA hosted a briefing with Tennessee's congressional delegation to kick off efforts to extend our partial DSH funding before it expires in 2025. THA has since made progress to educate key congressional committee staff.
- **IPPS:** Sent action alerts to hospitals to contact delegation members about joining House and Senate letters to boost inpatient prospective payment system (IPPS) rates. Three House members and both Senators signed on to the letters.
- **Site-Neutral Proposals:** Developed an issue brief on site-neutral proposals and shared it with both the delegation and member hospitals to help articulate the negative impact of these hospital cuts.
- **Medicaid Managed Care:** Submitted comments on the CMS proposals for Medicaid managed care and access changes, expressing concerns for proposed spending limits.
- **Medicare Payment Rules:** Conducted programmatic and financial analyses of both the proposed and final CMS rules, along with comment letters, related to:
  - Financial analysis for both the proposed and final rules were shared with hospitals:
    - Inpatient Prospective Payment System
    - Outpatient Prospective Payment System
    - Inpatient Psychiatric
    - Inpatient Rehab
    - Medicare Skilled Nursing Facilities
    - Home Health
  - Comment Letters
    - [Medicare Advantage Contract Year 2024 Proposed Rule Comment Letter – February 12, 2023](#)
    - [Advancing Interoperability and Prior Authorization Proposed Rule Comment Letter – March 13, 2023](#)
    - [IRF - FFY 2024 IRF PPS Proposed Rule Comment Letter - June 2, 2023](#)
    - [IPF - FFY 2024 Medicare IPF PPS Proposed Rule Comment Letter - June 5, 2023](#)
    - [IPPS - FFY 2024 Medicare IPPS PPS Proposed Rule Comment Letter - June 9, 2023](#)
    - [HH – FFY 2024 Medicare Home Health PPS Proposed Comment Letter – August 29, 2023](#)
    - [OPPS – CY 2024 Medicare OPSS Proposed Rule Comment Letter September 11, 2023](#)
  - Other comments shared with CMS include those related to its proposal on how days associated with Medicaid 1115 waivers and approved uncompensated care payments are incorporated into the Medicare DSH calculations. - [Medicare DSH Proposed Rule - May 1, 2023](#)

# ADVOCACY WITH PAYERS

THA had some significant wins this year regarding payer issues impacting hospitals. To gain feedback from members about payer issues, THA worked with its managed care, revenue cycle, and compliance workgroups to help guide education for members, document best practices, prioritize issues, and keep the Association informed of various industry trends.

## Accomplishments included:

- Successfully advocated for Amerigroup to change its policy to allow physician advisors to participate in the peer-to-peer process.
- Successfully advocated for United Healthcare (UHC) to forgo its addition of authorization requirements for non-screening gastroenterology procedures. United ultimately decided not to move forward with the implementation of this policy.
- Successfully advocated with BlueCross BlueShield of Tennessee (BCBSTN) to improve appeal processing delays.
- Worked with BCBSTN and Cigna Medicare on overpayments. THA worked with members to provide details and contact information to confirm the accuracy of Cigna's incorrect payments of Medicare inpatient claims to some hospitals.
- Worked with Cigna to resolve its erroneous denials of radiation therapy claims.
- Successfully advocated for UHC and Cigna to reduce authorization requirements, resulting in decreased administrative burdens for providers.
- Worked closely with the Tennessee Department of Commerce and Insurance (TDCI) regarding Bright Health and their difficulties processing claims. THA members were given information and instructions of how to report Bright Health issues to TDCI, which resulted in members resolving their outstanding claim issues more quickly.
- Advocated with payers for more electronic processes. In August, UHC announced the implementation of the ANSI 275 transaction, which allows providers to electronically submit claim attachments. The electronic submission of claim attachments could drastically reduce the back-and-forth requests of payers to providers for additional information, such as itemized bills and medical records, prior to claim processing.

## Other Payer and Reimbursement Priorities

- THA continued its longstanding focus and commitment to member education this year, providing educational sessions focused on utilization management updates from various payers, best practices in managed care negotiations, post-acute discharge challenges and solutions, and the commercial complaint process for the Tennessee Department of Commerce and Insurance.
- THA has started the process of advocating with TennCare for improvements to the post-acute discharge process. The Association recognizes the burden placed on staff when patients that are ready for discharge to a post-acute provider cannot be placed in a timely manner. THA submitted a proposal to TennCare to align the financial incentives of the managed care organizations (MCOs) by requiring them to pay a per diem to hospitals when a patient is ready for discharge, but no post-acute provider is able/willing to accept the patient. The Association will continue to work with TennCare and the three MCOs for solutions.
- In an effort to decrease administrative burdens as well as technical denials, THA worked with TennCare and the MCOs on a project to use THA's ADT data to replace the notification process for urgent/emergent TennCare admissions to acute care hospitals. Currently, UHC, and BlueCare have removed the notification requirement and Amerigroup is expected to do so later in the year.
- THA also has worked extensively with TennCare on the electronic submission of TennCare secondary claims. Many revenue cycle members have been interested in submitting these claims electronically for years, and in 2023, TennCare began a pilot project that allows for electronic submission.

# QUALITY AND PATIENT SAFETY

- **Quality:** In support of improved quality metrics statewide, THA developed and shared reports with hospital leaders showing quality performance compared to Tennessee peer groups and highlighting areas of improvement over time.
- **PSI Report:** This year, THA developed a new report to show hospital performance on the patient safety indicators (PSI) composite measure compared to the state aggregate and new ways to visualize harm events and costs for board presentations.
- **Fellowship Program:** THA conducted a six-month quality improvement fellowship to guide members through the application of the model for improvement to solve quality improvement problems.
- **Focused Initiative:** THA worked with hospitals to address hypertensive and cardiovascular disorders during pregnancy and post-partum hemorrhage as the leading underlying causes of pregnancy-related deaths in Tennessee.
- **Health Equity:** THA supported hospitals in meeting the new Centers for Medicare & Medicaid Services (CMS) and The Joint Commission health equity requirements by participation in national collaboratives and provided resources and programming at the national and state levels. THA's Council on Inclusion and Health Equity and THA's Quality Committee met together to discuss their needs on health equity and how THA can best assist their work.
- **Agenda 21:** For 28 years, THA has provided the Agenda 21 Internship Program for minority and under-represented graduate students interested in healthcare administration. This summer, 12 students interned in 12 hospitals across the state, gaining the unique opportunity to learn from hospital leadership and experience healthcare administration at the executive level.

## AGENDA 21 INTERN SPOTLIGHT



*Although there are factors and variables that leadership can control, there are factors and variables that they cannot. With a high patient volume, leadership must ensure that they efficiently utilize the resources available to them. Even if there is no singular, clear solution to improving times to OR, leadership can use data to identify smaller ways to improve operations."*

**VERONICA PEHLIVANOV**  
Intern at Regional One Health

## AGENDA 21 INTERN SPOTLIGHT



*I couldn't be more thrilled about my role as a health administration intern with THA's Agenda 21 internship at West Tennessee Healthcare. Working alongside the CEO/President and his esteemed leadership team is an incredible opportunity. From spending time in various sections of the hospital, I'm absorbing invaluable knowledge every day. Learning, growing, and making a real impact!"*

**BEGE MALLAM**  
Intern at West Tennessee Healthcare



- **Education:** Numerous education programs and resources were provided to membership to proactively support hospitals in CMS-reported quality measures and improve their performance in areas such as infection prevention, MRSA, sepsis, maternal mortality, health equity, and value-based purchasing. This included regional networking meetings. THA also provided resources to assist hospitals in meeting the new leadership standards for health equity and collection of data on social drivers of health.
- **MRSA QR Code:** THA introduced Ten Tips to Prevent MRSA, a quick tip QR code tool for use by facility staff. The tips are available in two formats: a poster to print and display in staff break rooms or bathrooms, and a QR code that directs users to the quick tips with links to additional resources. Laminated copies of the poster were made available for member facilities free of charge.
- **TSQS:** The Tennessee Surgical Quality Collaborative (TSQC) is a collaborative between THA and the Tennessee Chapter of the American College of Surgeons to support hospitals in improving surgical outcomes using the ACS National Surgical Quality Improvement Program (ACS NSQIP). The collaborative participants met quarterly over the past year to review performance data and share improvement strategies on topics such as prevention of pneumonia, acute renal failure, and optimize patient outcomes by addressing risks such as mobility, anemia, and nutrition prior to the surgical procedure. The TSQC also updated guidelines for colon surgery and launched a new project to support hospitals in implementing the recommendations.
- **ICRA Training:** THA partnered with the United Brotherhood of Carpenters to host infection control risk assessment (ICRA) construction training for infection preventionists and facility/plant operations department leaders. The training promoted communication, awareness, protocols, and safety during healthcare facility construction projects to protect patients, visitors, staff, and construction workers from potential harm associated with construction. Sixty-four participants from 33 hospitals were presented with a certificate of completion in ICRA Construction Trades Best Practices Awareness.
- **Maternal Mortality:** Through a grant from the Tennessee Department of Health focused on maternal mortality reduction, THA led work addressing hypertensive and cardiovascular disorders during pregnancy and post-partum hemorrhage as the leading underlying causes of pregnancy-related deaths in Tennessee. Twenty non-delivering hospitals are participating in the project to improve the identification, assessment, and treatment of pregnant or post-partum women in emergency departments.
- **THA Sepsis Collaborative:** The THA Sepsis Collaborative continues activities to improve the quality of sepsis care and reduce sepsis mortality in Tennessee, meeting monthly for evidence review, peer sharing, and professional development. In 2023, members focused on strategies to improve sepsis bundle compliance, restoring, or adapting sepsis practices that were disrupted by the pandemic, and raising sepsis awareness in their communities. The THA Sepsis Collaborative has 146 members participating from 69 hospitals.
- **Emergency Department Pilot:** Through a grant from the Tennessee Department of Mental Health and Substance Abuse Services (TDMHSAS), THA is overseeing an emergency department (ED) pilot with a focus on initiation of medication-assisted treatment (MAT) in the ED and connecting patients directly to treatment in the community. Three hospitals, each representing one of the three grand divisions, participated in phase one of the pilot this past year and have entered their second year of funding. This pilot engages ED staff, along with mental health navigators, to better identify and treat patients with substance use disorder immediately coupled with a referral for continued treatment options. With the success of the first year, the Association now is expanding the pilot by adding three additional hospitals over the next two years.

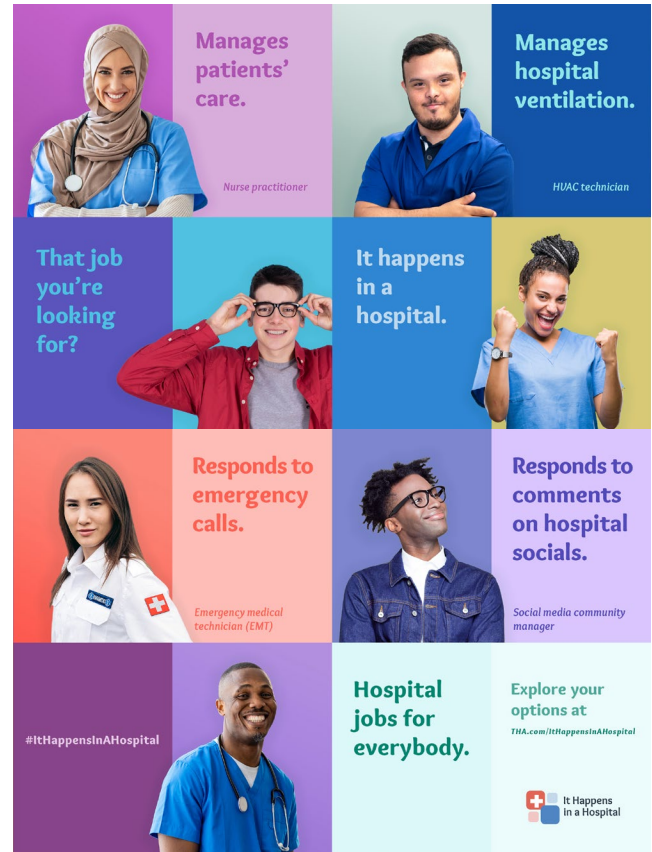
## INFORMATION SERVICES AND TECHNOLOGY

- **Financial Data Collection and Analysis:** THA's DataBank tool collected monthly financial and utilization data by hospitals. Aggregate data is used by THA to support advocacy efforts.
- **Claims Data:** THA continued to assist hospitals in meeting the mandated claims data reporting requirements each quarter and provide timely access to statewide data.
- **New Platform:** THA launched a new analytics platform that will enhance hospital strategic planning and market analysis.
- **ADT Data:** THA worked closely with the three TennCare managed care organizations (MCOs) to use ADT data provided by THA to replace the notification requirement for urgent/emergent acute inpatient admissions. Two of the three MCOs now have eliminated the notification requirement, with the third MCO planning to do so later this year.

# PRODUCTS AND SERVICES

## COMMUNICATIONS AND MARKETING

- **Hospital Financial Challenges:** THA created a webpage on its website and informational documents that showed the cause and severity of hospital financial challenges using the data collected from the Kaufman Hall report, DataBank, and the hospital survey and options to address the problem.
- **Mend the Gap:** To address Tennessee's healthcare workforce challenges, THA launched the Mend the Gap campaign. This informational campaign is intended to share the data collected in the Workforce Supply and Demand Study, which outlines the workforce problem hospitals are facing and highlight the variety of tactics THA, hospitals, and educators are employing to address the problem.
- **It Happens in a Hospital:** In 2023, THA boosted activity related to the It Happens in a Hospital workforce recruitment campaign and [website](#). Launched in late 2022, the campaign is targeted to Tennessee middle school, high school and college/tech school students, with the goal of raising awareness about the variety of careers available at hospitals and highlighting current hospital staff as they share information about their hospital careers. The campaign has garnered approximately 186,000 views on TikTok from 166,000 unique users and has highlighted 83 real Tennessee hospital employees from across the state.
- **Member Communication:** THA provides regular updates on information that is relevant to hospitals and issues that could impact hospitals.
  - **THA Member Update:** Twice-a-week member newsletter.
  - **Memos and Action Alerts:** Timely news/updates and urgent calls to action.
- **Special Events:** THA created and shared content throughout the year recognizing campaigns like National Nurses Month, National Hospital Week, and Sepsis Awareness Month while highlighting Tennessee-specific stories.



Labor and Delivery Team at UT Medical Center during Nurses Month 2023



Staff from Macon Community Hospital during National Hospital Week 2023

## WORKFORCE STRATEGIES AND RURAL HEALTH

- THA hosted quarterly academic and hospital nursing collaborative meetings in each of Tennessee's grand divisions to focus on recruitment issues and opportunities to train in hospitals.
- THA's first Workforce Council was created. The Council is comprised of hospital executives, nursing leaders, human resources directors, and workforce development professionals from hospitals and health systems across Tennessee. The Council has largely focused on best practices for recruitment and regulatory obstacles to maintaining a robust workforce.
- Through a Tennessee Center for Health Workforce Development (TCWD) grant, 31 financial incentives were distributed to physicians currently in their residency to practice in rural or urban underserved areas.
- The TCWD grant also provided 17 financial incentives to practice sites for the recruitment and retention of primary care, psychiatry, general surgeons, and psychiatric nurse practitioners.

## THA INNOVATIVE SOLUTIONS

- THA Innovative Solutions returned \$275,000 to member hospitals in the form of membership dues offsets in 2023.
- 2023 was one of the highest revenue producing years in the 50+ year history of the Innovative Solutions department, continuing a 3-year trend of record revenue growth.



The THA Innovative Solutions endorsed partner, Bernhard, signed a significant long-term energy-as-a-service agreement with a THA member hospital in August 2023, representing the single largest shared revenue contribution in THA history.

# EDUCATION AND MEMBER SERVICES

- THA in-person signature events included:
  - Small & Rural Hospital Conference
  - Summer Conference
  - Annual Meeting
- Several webinars and in-person education programs focused on a variety of topics, including Joint Commission Resources (JCR) Continuous Survey Readiness (CSR), Turner MEDTalk in partnership with Turner Construction that focused on healthcare building and construction, and a four-part leadership series on healthcare AI, workforce development, servant leadership, and difficult conversations in healthcare with Huron Consulting.
- THA partnered with the Tennessee Department of Health on an emergency preparedness grant this year, using the funds for speakers on workplace violence, innovation, workforce strategies, health equity, and community partnerships.
- THA hosted a governance excellence webinar in partnership with Via Healthcare Consulting, which gave CEOs and trustees foundational education on the intricacies of healthcare and fiduciary responsibilities as a governing body of a hospital or health system. The Association also partnered with Gallagher, an Innovative Solutions partner, to develop a six-part toolkit with 15-minute recorded talks, covering different topics from board orientation to strategic planning and self-assessments.



*Scott Peterson, Lori Orme, R.N., and Rogers Anderson at THA's Summer Conference*



*THA members at the 2023 Annual Meeting*



*Princess Sarah Culberson speaking at the 2023 Annual Meeting*



*Thomas Kidd, CEO of Macon Community Hospital, accepting the THA Small and Rural Hospital Leadership Award  
From Left to Right: Janelle Reilly, Thomas Kidd, Dr. Wendy Long*

# TENNESSEE HOSPITAL ASSOCIATION 2022-2023 BOARD OF DIRECTORS

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and Senior Vice President  
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Community Health Systems  
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Memphis, TN

## **Marvin Eichorn**

Chief Administrative Officer  
Ballad Health  
Johnson City, TN

## **Rogers Anderson**

Board Member  
Williamson Medical Center  
Franklin, TN

## **Mathew Kodsi, M.D.**

Chief Medical Officer  
CHI Memorial  
Chattanooga, TN

## **James VanderSteege**

President and CEO  
Covenant Health  
Knoxville, TN

## **Tish Towns**

Executive Vice President/  
Chief Administrative Officer  
Regional One Health  
Memphis, TN

## **Mike Belbeck**

Executive Vice President, Operations  
Covenant Health  
Knoxville, TN

## **Skipper Bondurant**

CEO/Administrator  
Baptist Memorial Hospital-Union City  
Union City, TN

## **Scott Tongate**

Chief Financial Officer  
Macon Community Hospital  
Lafayette, TN

# THA CENTER FOR INNOVATIVE SOLUTIONS 2022-2023 BOARD OF DIRECTORS

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Covenant Health  
Knoxville, TN

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Chief Administrative Officer  
Maury Regional Health  
Columbia, TN

## **Mark Brown**

Chief Operating Officer  
Nashville General Hospital  
Nashville, TN

## **Zach Chandler**

Executive Vice President/Chief Strategy Officer  
Baptist Memorial Health Care Corporation  
Memphis, TN

## **Steve Godbold**

Vice President, Operations/Chief Operating Officer  
East Tennessee Children's Hospital  
Knoxville, TN

## **James Proctor**

Senior Vice President and Chief Financial Officer  
Regional One Health  
Memphis, TN

## **James Shamiyeh, M.D.**

Executive Vice President and Chief Operating Officer  
University of Tennessee Medical Center  
Knoxville, TN

## **Deann Thelen**

Vice President/Chief Executive Officer  
Jackson-Madison County General Hospital  
Jackson, TN

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