



**Nevada**  
**Hospital**  
**Association**

# ANNUAL REPORT

2022 - 2023

# President's Message



September 2022 through September 2023 was a very interesting time for Nevada's hospitals. The worst of COVID-19 was behind us, but we encountered a surge in respiratory illness in fall 2022, especially among children. Once again, workforce shortages were felt as pediatric nurses were in short supply.

The new year began with the start of the 82nd Legislature, which dominated the first half of 2023. We shared our message that hospitals are struggling, Medicaid reimbursements are inadequate, workforce shortages are real, and hospitals are critical to Nevada's healthcare delivery system. We met with numerous legislators, testified, and presented before legislative committees, and we worked with allies as well as opponents to craft the best legislation possible. To supplement our advocacy efforts, we continued the *Silver State Hospital News*, created a Cost Shifting video that received over 600 views, and published a 22-page Nevada Healthcare Legislative Guide that was provided to every legislator and members of the media.

## Advocacy

Medical malpractice legislation proved to be an albatross for healthcare providers throughout the session. Unfortunately, twenty percent of the legislative body was comprised of lawyers, and the significant financial support the trial lawyers provided to legislators was impactful. Early versions of the legislation swept away all tort reforms, and there was little room for compromise. In the final weeks of the session, however, Governor Lombardo provided parameters for a bill he was willing to sign. This was very helpful, and as a result, a compromise, similar to California's law, was reached.

The Medicaid Provider Fee Program was also at the forefront of our advocacy efforts. Nevada hospitals were unified in protecting supplemental programs for public hospitals and increasing Medicaid reimbursement to private hospitals. Public and private hospitals alike recognized that a "rising tide lifts all ships," and the passage of SB435 was an important step toward implementing the Medicaid Provider Fee Program.

Rural hospitals experienced one of the best legislative sessions on record. They received cost-based reimbursement for outpatient services, support for anesthesiology, student loan forgiveness for rural providers, and protections for their supplemental payment programs.

Other positive developments included funding for nurse education, new and expanded workforce development programs, telehealth pay parity, improvements to Cultural Competency training programs, and removing the requirement of sending debt collection letters via certified mail.

Bills we successfully opposed included:

- **AB6** – Cost Growth Benchmark
- **AB11** – Prohibiting certain hospitals from employing physicians
- **AB85** – Hospital rate setting
- **AB209** – Medical malpractice (the early version that eliminated all the reforms of the past)
- **AB263** – Water management programs for Legionnaire's Disease
- **AB411** – Medical use of cannabis by terminally ill patients in hospitals
- **AB392** – Inspection of kitchen exhaust systems

Overall, Nevada's hospitals fared well during the 82<sup>nd</sup> Legislative Session. This was due to aggressive advocacy by a great team of hospital lobbyists and members.

As we enter 2024, the Nevada Hospital Association looks forward to its continued advocacy for healthcare and hospital policy enhancement.

Sincerely,

Patrick Kelly, President and CEO  
Nevada Hospital Association



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Nevada Hospital Association



@hospitalcareers

# MEMBERS

- AMG Specialty Hospital of Las Vegas
- Banner Churchill Community Hospital
- Battle Mountain General Hospital
- Boulder City Hospital
- Carson Tahoe Health
- Carson Valley Health
- Centennial Hills Hospital Medical Center
- Desert Parkway Behavioral Healthcare Hospital
- Desert Springs Hospital Medical Center
- Desert View Hospital
- Desert Winds Hospital
- Dignity Health - St. Rose Dominican Blue Diamond Campus
- Dignity Health - St. Rose Dominican North Las Vegas Campus
- Dignity Health - St. Rose Dominican Sahara Campus
- Dignity Health - St. Rose Dominican Siena Campus
- Dignity Health - St. Rose Dominican West Flamingo Campus
- Dignity Health Rehabilitation Hospital
- Encompass Health Rehabilitation Hospital of Desert Canyon
- Encompass Health Rehabilitation Hospital of Henderson
- Encompass Health Rehabilitation Hospital of Las Vegas
- Grover C. Dils Medical Center
- Henderson Hospital
- Horizon Specialty Hospital - Henderson
- Horizon Specialty Hospital - Las Vegas
- Humboldt General Hospital
- Incline Village Community Hospital
- Infinity Hospice Care
- Kindred Hospital Las Vegas - Flamingo Campus
- Kindred Hospital Las Vegas - Sahara Campus
- Mesa View Regional Hospital
- MountainView Hospital
- Mt. Grant General Hospital
- Nathan Adelson Hospice
- North Vista Hospital
- Northeastern Regional Medical Center
- Northern Nevada Medical Center
- Northern Nevada Sierra Medical Center
- Pershing General Hospital
- PAM Rehabilitation Hospital of Centennial Hills
- PAM Specialty Hospital of Las Vegas

- PAM Specialty Hospital of Sparks
- Reno Behavioral Healthcare Hospital
- Renown Regional Medical Center
- Renown Rehabilitation Hospital
- Renown South Meadows Medical Center
- Saint Mary's Regional Medical Center
- Seven Hills Hospital
- South Lyon Medical Center
- Southern Hills Hospital & Medical Center
- Spring Mountain Sahara
- Spring Mountain Treatment Center
- Spring Valley Hospital Medical Center
- St. Rose Dominican Hospitals - Rose de Lima Campus
- St. Rose Dominican Hospitals - San Martin Campus
- Summerlin Hospital Medical Center
- Sunrise Hospital & Medical Center
- University Medical Center of Southern Nevada
- VA Sierra Nevada Health Care System
- VA Southern Nevada Health Care System
- Valley Hospital Medical Center
- William Bee Ririe Hospital
- Willows Springs Center

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SNAMHS/Rawson-Neal Psychiatric Hospital

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Never Give Up Behavioral Health Services  
Qualivis  
Reno Orthopedic Center  
Sierra Donor Services  
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# Community Resilience



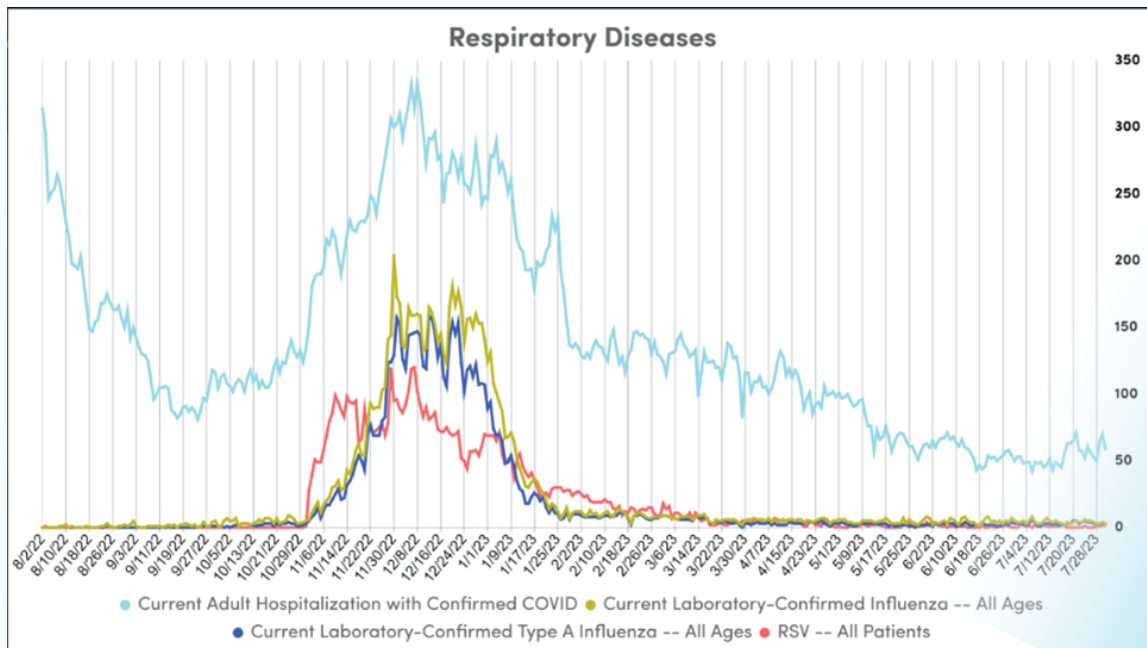
The Nevada Hospital Association's Community Resilience Program experienced a busy year. The program helped our hospitals navigate ransomware threats, harsh winter storms, severe staffing shortages, and a "tridemic" that consisted of Flu, RSV, and COVID which caused pediatric supply shortages and full occupancy of the PICUs. Even with all these system challenges, the community resilience program was able to help hospitals unwind from the years long public health emergency, update the COVID portal to monitor the hospital infrastructure for all-hazards, and begin reporting the available surge capacity in the western United States' burn centers.

We continued to write the "Weekly Wrap Up", a community resilience newsletter that provides a brief digest of the current hospital infrastructure. This newsletter grew organically more than 100% with a mailing list that now exceeds 600 people within the hospital, public health, and emergency management communities.

Hospitals continue to be required to report various data elements to the CDC, and this process is managed by the Community Resilience program. By functioning as the intermediary between the hospitals and the CDC, we intervene when a data error has been recorded, or a day's data entry missed and, in most cases, respond to the CDC's inquiries without the need to further burden hospital staff. Additionally, we are managing this data, so we can provide hospitals with the operating picture of their facility (census, ED visits, staffed beds, etc.) and compare these metrics against the county, region, or state. A sample of this can be seen in the graph.

The Rural Healthcare Preparedness Partners (RHPP) is a coalition comprised of rural Nevada healthcare providers and administered by the community resilience program. The coalition was limited geographically and excluded facilities in Clark and Washoe counties. The program changed its name and focus to the Regional Healthcare Preparedness Partners and is now open to all areas of Nevada, aligning better with the NHA's mission.

The community resilience program remains entirely grant funded, providing member services without impacting the Association's operating budget.



# Communications, Education & Special Projects



The Nevada Hospital Association supports members through communication initiatives, education opportunities, and special projects.

Our communications supplemented advocacy efforts during the 82nd legislative session. The NHA produced numerous communication pieces to keep legislators informed of hospital issues including:

- The Silver State Hospital News (a periodic newsletter)
- The Nevada Healthcare Legislative Guide (a 22-page booklet containing infographics on issues impacting hospitals and healthcare in Nevada)
  - “One-pager” informational hand-outs for legislators
  - Letters of support and opposition on major pieces of legislation
  - Testimony outlines for the NHA staff and hospital members testifying before committees
- Talking points for lobbyists meeting with legislators

The NHA was invited to make presentations before committees on several occasions. During one presentation, we shared the cost shifting video we created to a large audience. It was well received.

The NHA embraced social media during the session. Posts were developed highlighting our key legislative points. We shared the posts before, during, and after public hearings and also shared them with the new Nursing Legislative Advocacy Committee and hospital marketing teams. The goal was to have these groups

post as well on select issues. Many younger legislators “follow the conversation” on social media during hearings. Hospital members and lobbyists were encouraged to retweet, like, and share these posts on Facebook and Twitter. In the last year, over 160 messages were posted on advocacy issues alone. The social media effort was successful, and we hope to build on that success in future sessions.

Because in-person communication is essential, we hosted Hospital Day at the Nevada Legislature so CEOs and other hospital leaders could meet with legislators to discuss their experiences and issues affecting hospitals. This was followed by a well-attended reception for legislators, lobbyists, and members. In-person lunch meetings were held throughout the session with hospital lobbyists to discuss important legislative issues and develop key strategies.

Outside of our legislative efforts, the NHA worked to enhance our communications. We revamped our monthly newsletter with a platform run by a new service called GrowthZone. We also created a new website for the NHA which we believe will provide a better experience for those visiting the site.

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*Pictured: Assemblywoman Jill Dickman, NHA President and CEO Patrick Kelly, and Desert Parkway Behavioral Healthcare Hospital CEO Allison Zednicek at Hospital Day 2023.*



# Communications, Education & Special Projects Cont.



Throughout the year, the NHA held several webinars including:

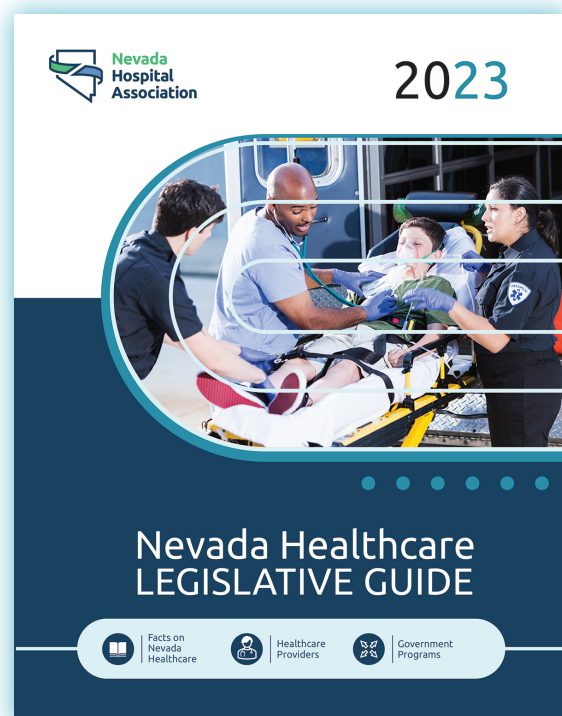
- *Recruiting International Healthcare Professionals in Nevada* with Donna Miller, RN, and Harry Singh from HR Global Consulting LLC
- *Actionable Water Savings for Healthcare Facilities* with Fred Betz of Betz Consulting
- *Introducing Nevada New Medicaid Hospital Medical Director: Dr. Roshanda Clemons*

The NHA continues to address the healthcare workforce shortage. Last year, we started targeting junior high and high school students with a new social media platform called @hospitalcareers. @hospitalcareers appears on TikTok, Instagram, and Facebook to communicate the great careers available to students at their community hospital. We currently have more than 7,000 followers on TikTok. To highlight and show our appreciation for our current workforce, the NHA continues to recognize the amazing achievements of members through the NHA Recognition Awards.

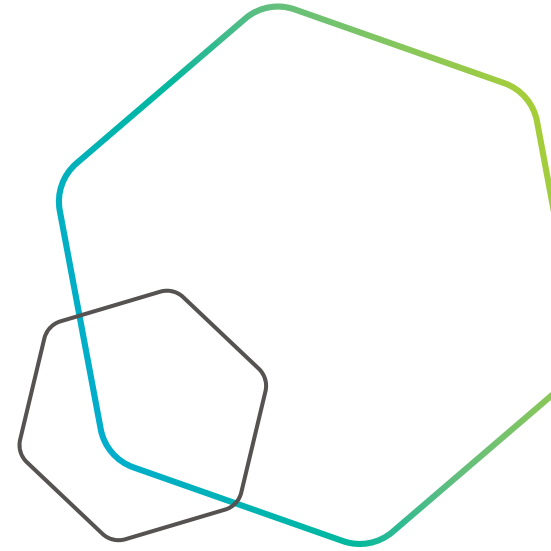
As always, we continue to work with local and national media on important topics of the day and respond to media inquiries. Last year, we worked with more than 35 reporters on multiple stories, and we were featured in many TV and newspaper reports.

Together, the NHA is working with you to move health-care forward in Nevada.

*Pictured: @hospitalcareers sample and 2023 Legislative Guide*



# Data & Financial Services



The Private Hospital Medicaid Provider Fee Program (“Provider Fee Program”) dominated many aspects of the NHA’S activities this past year. During the legislative session, an unexpected twist arose because of a federal audit. The federal government concluded that the State of Nevada was spending an insufficient amount of money on outpatient behavioral healthcare services for youth. Too many children were placed in inpatient psychiatric facilities according to the federal government.

The State and the Department of Justice negotiated a consent decree to bring Nevada into compliance with federal law. To execute the requirements of the consent decree, the State needed more money for behavioral health programs. The Provider Fee Program was identified as a primary funding source. SB435, a bill designed to protect public hospitals, was amended to include a withhold of up to 15% of the Provider Fee Program’s assessment to be used for administration of the program and for behavioral health services.

Hold harmless agreements also became an issue. CMS issued a technical bulletin declaring hold harmless agreements to be in violation of federal law. Subsequently, a federal court in Texas determined that CMS likely overstepped its authority and temporarily enjoined CMS’s enforcement of the guidance in the technical bulletin in Texas. The State and the Association worked jointly to develop an acceptable attestation form for hospitals to execute.

After months of the State and its consultant, Mercer,

developing models, an acceptable model was found. On August 18, 2023, the state sent a poll to all Nevada hospitals to determine whether they approved or disapproved of a Nevada Medicaid Provider Fee Program. The results were favorable to moving forward with the provider fee program. Nearly 86% (85.7%) of private and public rural hospitals approved the program, and 78.7% of all other hospitals approved the program.

Going forward, the Association will monitor the State’s filings with CMS and keep members apprised of updates. The Medicaid Provider Fee Program is anticipated to start on January 1, 2024, with the possibility of recovering funds for the last quarter of 2023 as well.

In addition to the Medicaid Provider Fee Program, the NHA addressed member issues through its committees:

- The Business Office Committee met to discuss and resolve the timely payment of claims.
- The Contract Manager’s Committee met to discuss current topics associated with Nevada and National payors.
- The Chief Financial Officers’ Committee met to address finance and legislative issues from State and Federal agencies.

Of course, the most active committee was the Medicaid Provider Fee Advisory Committee that reviewed the numerous models and developments in implementing the program. We anticipate the Provider Fee Program will benefit Nevada Hospitals for many years to come.



# Workforce & Clinical Services



The Nevada Hospital Association (NHA) provides clinical expertise and serves as a resource to assist clinical leadership with:

- regulatory and statutory questions
- federal and state compliance and reporting
- new federal and state mandates
- information on upcoming public hearings and workshops
- clinical education
- funding and grant opportunities to support behavioral health and nursing workforce initiatives

We do this through information sharing, publications, and meetings such as the NHA Patient Safety Committee; CNO Council Meetings; and the NV CA Bridge Medication Assisted Treatment Pilot Key Stakeholders Workgroup.

The NHA collaborates with the Division of Public and Behavioral Health (DPBH) in the regulatory process and advocates on behalf of member hospitals. This year, particular attention was given to proposed regulations regarding the reporting of cancer, attempted and suspected suicide, and cultural competency training. We also coordinated a meeting between the Deputy Administrator of DPBH and member hospitals to discuss the reduction in psychiatric civil beds at state hospitals and explored approaches to minimize the impact on the healthcare delivery system.

We also coordinated with the Eighth Judicial District

Court judges to offer two virtual meetings to ensure hospitals follow the new process for conditional release of prisoners and consulted in the development of educational videos regarding the involuntary commitment process, violation of patient rights, how to properly prepare for a court hearing, and understanding the court process. The education provided will help hospitals avoid penalties.

The NHA also collaborated with other strategic partners. The NHA and the Nevada Rural Hospital Partners (NRHP) developed a standardized Seclusion and Restraint form that was approved by the Behavioral Health Commission on May 18. This fillable PDF form contains all the relevant information requested by the Behavioral Health Commission. The NHA also partnered with the Office of Public Health Investigations and Epidemiology and the Division of Public and Behavioral Health to provide a monthly forum for hospitals, skilled nursing facilities, and other key stakeholders to discuss ways to improve hospital discharges to skilled nursing facilities and enhance communication.

The NHA is also engaged in several community workforce committees to collaborate with key stakeholders in developing innovative solutions to fill healthcare workforce gaps and utilize best practices to create and sustain effective staffing.

## Education

The NHA assisted nurses with their professional license Continuing Education Unit (CEU) requirements by offering the following courses:

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# Workforce & Clinical Services Cont.



- Implementing Screening, Brief Intervention, and Referral to Treatment
- Update on Psychiatric Advanced Directives

In August, we distributed a Legislative Summary Checklist to help hospitals comply with newly passed Nevada laws. We also provided immense resources and support to clinical leadership related to regulatory and statutory mandates, including but not limited to, timely submission of mandatory hospital policies, checklists, and reports.

## Special projects

The NHA is a subcontractor under CMS's Hospital Quality Improvement Contract. The Health Services Advisory Group is the main recipient of the funds. We provide 14 qualifying Nevada hospitals with immense resources, tools, support, and educational opportunities in focused areas of quality improvement driven by Medicare Fee for Service data.

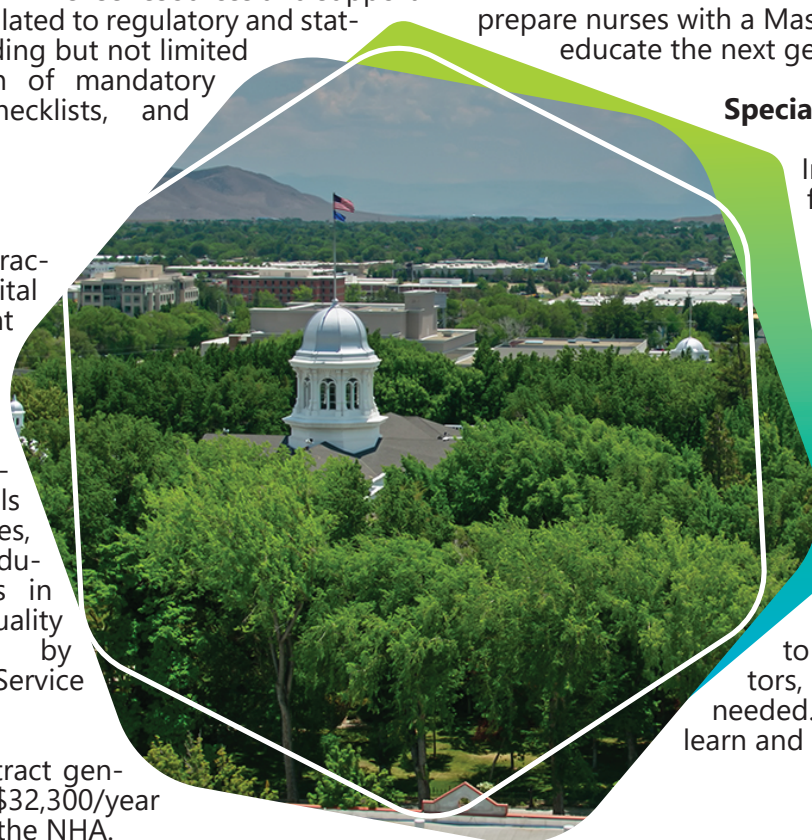
This four (4) year contract generates approximately \$32,300/year of additional funds to the NHA.

The College of Southern Nevada asked the NHA to

participate in developing a Rapid Crosswalk to becoming a Nursing Educator. The course is an intensive three-day training synthesizing Nursing Practice and Academic Discipline to provide each new Nursing Educator with knowledge in areas such as the science and art of teaching and evidenced-based best practices in nursing education. The Legislature provided funding to move forward with the training. The course's goal is to prepare nurses with a Master of Science in Nursing to educate the next generation of nurses.

## Special Advocacy Group Created

In the fall of 2022, the NHA formed a special Nursing Legislative Advocacy Committee comprised of nurse leaders to assist our advocacy efforts during the 82nd Legislative Session. We started with educating nurses on the legislative process and then shared with them talking points and other materials on key legislative issues. During the session, committee members were encouraged to contact their local legislators, write letters, and testify, if needed. The nurses were eager to learn and help.





# Association Grants

gained full-time employment in a high demand, direct patient care position in the rural area in which they reside.

To date, \$394,118.54 has been spent in occupational training, on-the-job training, and support services.

## NGWD-ER

The Nevada Hospital Association's National Dislocated Worker Grant Employment Recovery Program (NDWG-ER) is a federally funded grant that provides educational support and job placement assistance for new graduate nurses and allied healthcare professionals to Nevada healthcare employers.

For the year 2022-2023, the Nevada Hospital Association's National Dislocated Worker Grant – Employment Recovery (NDWG-ER) program successfully served and placed 10 new graduate nurses (NGN) into full-time employment as Registered Nurses.

During the 2022 - 2023 NDWG-ER program year, the NHA spent \$17,599.00 in occupational skills training, \$28,028.82 in NGN on-the-job (OTJ) training, \$5,266.51 in support services (training-related), and \$3,616.01 in support services training materials for a total expenditure of \$54,510.34 in sector training registrant costs.

## Nevadaworks - Good Jobs Northern Nevada (GJNN) Grant

The Nevada Hospital Association is serving as the healthcare Backbone Convener for the Nevadaworks - Good Jobs Northern Nevada (GJNN) project leveraging our established partnerships with northern Nevada healthcare employers and stakeholders to meet employer needs and lead to long-term positive outcomes. Through one-on-one employer roundtable meetings, the NHA will bring multiple employers with common job openings that require similar skill sets together with training providers and community colleges in the region to develop and implement training programs to prepare workers to meet those needs.



## H-1B

For the program year 2022-2023, the Nevada Hospital Association, in partnership with the Governor's Office of Workforce Innovation and Nevadaworks (GOWINN), continued the roll-out of the H-1B Rural Healthcare Grant to the rural areas of Nevada.

The intent of the H-1B Rural Healthcare Grant is to alleviate healthcare workforce shortages by creating sustainable employment and training programs in healthcare occupations serving rural populations.

With funding from this grant, the NHA offers education, training, job placement advocacy, and support to qualified participants interested in obtaining a degree, license, or certification in the healthcare profession in order to provide rural Nevada healthcare employers with professionals capable of delivering safe, direct patient care in medical services.

Currently there are 70 participants enrolled in the H-1B grant program from rural areas in Nevada. These participants are all attending academic programs in direct patient care. As of May 2023, 11 participants graduated from an academic program and



...I have relocated to Nevada looking to start a new career in the nursing field, I have worked in the Criminal Justice field with a Bachelors, but soon found the tug on my heart to go back into the medical field. I truly had missed it, so I enrolled @ WNC thinking I can apply again for FAFSA and found out once you have reached a certain higher degree you no longer can get the assistance for college, however you may apply for scholarships, grants and personal loans, your employer. I did not want to get back in more debt with school loans, so I was very quiet one day at work and a social worker just asked me how it was going? Have you signed up for any college courses? I just shook my head, and she gave me a pamphlet showing me "Nevada Hospital Association." My heart lit up with joy and such a relief. I never knew this existed, if this was not available, I would not be where I am today to further my education towards my BSN-Nursing!

-Participant of the H-1B grant program

