

# 2023 Annual Report



Mission to Care. Vision to Lead.



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## Mission to Care. Vision to Lead.

### Our Mission

Advocate proactively on behalf of hospitals at the state and federal levels on issues that will assist members in their mission of community service and care to patients.

### Our Vision

The Florida Hospital Association, through effective and proactive advocacy, will be the leading voice of Florida hospitals at the state and national levels. FHA will be a resource for demonstrating the community value of hospitals, for building consensus with other groups and for securing needed resources so its members can continue to provide high-quality, affordable care to their communities.



Mission to Care. Vision to Lead.



# Message From the President and CEO

## Mary C. Mayhew

On behalf of the Florida Hospital Association's Board of Trustees and staff, I am pleased to share our 2023 annual report with you. What a year it was! From a highly successful legislative session in the first part of the year to our in-person annual conference in October after a three-year hiatus, FHA came together in 2023 to advocate, educate, collaborate, and continue advancing our shared vision for a bright, modern health care delivery system that serves all Floridians with excellence. This annual report is a snapshot of FHA's work in 2023. But it's really the work of every one of FHA's members. This is our collective impact. An annual report is an opportunity to look back and reflect and celebrate. But, to succeed, we mustn't keep our focus solely on

the rearview. We must look ahead and chart a bold course forward to raising the collective bar of health care quality and service. We have big goals for 2024. Starting with the legislative session in January where health care will be front and center, FHA will bring our data-informed approach to policy solutions that support hospitals. Policy needs to facilitate, not hinder, the innovation, modernization, creativity, and agility that every hospital demonstrates in the service of patient care. And we will continue forging partnerships and leading coalitions to further our work on improving behavioral health care access, reducing maternal mortality, and advancing patient safety. I look forward to what we'll do together next. Thank you for your membership, engagement, and support.



**Mary C. Mayhew**  
President and CEO  
Florida Hospital Association

■ Mary C. Mayhew is FHA's President and CEO and serves with a volunteer board of trustees representing the association's diverse organizational membership. Prior to joining FHA in 2020, Mayhew led the Agency for Health Care Administration as an appointee of Gov. Ron DeSantis and served as deputy administrator of the Centers for Medicare & Medicaid Services. In 2023, Mayhew was honored with the Keiser University Choice Award for her efforts to champion the health care workforce and was recognized in the Florida 500 Trend.

# Florida Hospitals at a Glance

Founded in 1927, the Florida Hospital Association is the leading voice for health care in Florida, representing over 200 hospitals and health care systems. Our members, no matter their location, ownership status, size, or specialty type, strive to provide the highest quality of care to the patients, and FHA exists to support that mission.



**10.6 million**

**ANNUAL  
EMERGENCY  
DEPARTMENT VISITS**



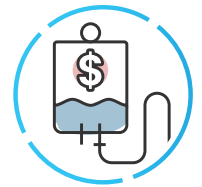
**2.6 million**

**HOSPITAL  
ADMISSIONS**



**299,630**

**HOSPITAL  
FTEs**



**\$1.6 billion**

**OF CHARITY  
CARE  
PROVIDED**



# State Advocacy

Florida hospitals are well-positioned in Tallahassee, and FHA's core advocacy function is to champion our members' innovative and caring approach to providing for their patients. With a strategic approach to developing legislators into hospital champions and widely communicating the significant impacts that Florida hospitals have in their communities, FHA collectively changed the conversation from cutting hospital payments to investing in our health care workforce and most vulnerable patients.

FHA's advocacy continued to demonstrate the need for sensible legislation, funding, and community partnerships to support the health care workforce. And, under FHA's leadership, conversations about behavioral health and substance use disorder care and treatment focused on providing the right care at the right time and in the right place and ensuring a robust continuum of care from prevention all the way through to recovery support.

## Policy Victories



**WORKPLACE VIOLENCE PROTECTIONS (HB 825)**



**PBM/WHITE BAGGING REGULATION (SB 1550)**



**CONCERNING BILLS DEFEATED**

- PRICE TRANSPARENCY
- SOVEREIGN IMMUNITY
- PROTECTION OF MEDICAL FREEDOM
- SURGICAL SMOKE
- PIP REPEAL

## Budget Victories



**MILLIONS OF DOLLARS IN ADDITIONAL MEDICAID FUNDING FOR HOSPITALS**

- MEDICAID PEDIATRIC RATE INCREASE (\$76 MILLION)
- GRADUATE MEDICAL EDUCATION INCREASE (\$123 MILLION)



**RURAL HOSPITAL CAPITAL IMPROVEMENT (\$10 MILLION)**



**LINE & PIPELINE NURSING FUNDING CONTINUED (\$125 MILLION)**

# State Advocacy (continued)

Moving forward, FHA will work to ensure that we are not just meeting the state's health care needs today but investing in our future needs and supporting hospitals in providing the most innovative and timely care to communities across the state.



**137**

**LEGISLATIVE  
MEETINGS**

**53**

**LEGISLATIVE  
COMMITTEE  
APPEARANCES AND  
TESTIMONIES**

**5**

**LEGISLATIVE  
ROUNDTABLES  
AROUND THE STATE**

**23**

**STATE  
ADVOCACY  
ALERTS**



# Federal Advocacy

FHA has a robust federal advocacy agenda and works with the Florida delegation and other influential members of Congress and their staff as well as agency officials on key policy priorities. In 2023, FHA had more than **50 contacts with federal officials**, including meeting with nearly all Florida House and Senate offices and the Medicare staff of the Committee on Ways & Means, the Medicaid staff of the Committee on Energy and Commerce, and staff for the chair of the Senate Nursing Caucus.

FHA also worked with the Florida delegation on legislation on workforce safety,

eliminating scheduled cuts to DSH payments, increasing Medicare-funded GME slots, extending telehealth waivers, offering medical education grants to states with primary care shortages, and funding for pediatric behavioral health programs. FHA also continues to advocate against proposed harmful legislative policies, including site neutral payments, changes to the 340B program, and a statutory codification of the hospital price transparency rule.

FHA led the development of a bipartisan "Dear Colleague" letter to the Centers for Medicare & Medicaid Services urging

approval of the state's year-three Directed Payment Program application. In addition to CMS, FHA submitted numerous comment letters to other federal agencies with regulatory authority over hospitals, including U.S. Department of Justice, Federal Trade Commission, and Department of Labor. These letters have led to increased reimbursement rates, withdrawal of certain payment proposals, a positive response from CMS about reimbursing 340B providers, and better network adequacy and additional prior authorization requirements for Medicare Advantage plans.



## Issues in Focus: **Workforce**

During the COVID-19 pandemic, hospitals' labor costs skyrocketed as demand for nursing and other highly skilled personnel increased.



Post-COVID, Florida's hospitals doubled down on the development and deployment of innovative strategies for workforce planning, recruitment, retention, and development that best serve the needs of their communities and mitigate nurse and allied health shortages. By partnering with educational institutions, implementing their own recruitment and retention strategies, and collaborating with policymakers on statewide funding initiatives, hospitals are unrelenting in ensuring Florida has a sufficient, trained, and qualified health care workforce. 2023 saw dramatic improvements from this work with reduction in turnover and vacancy rates.

### RECRUITMENT AND RETENTION STRATEGIES

The goal of recruitment and retention strategies is to build a labor workforce that will implement the hospital's mission. An example would be offering alternative employment models to team members seeking flexible staffing options. The key outcome for this strategy is a reduction in turnover and vacancies which can positively impact contract labor spending.





## Issues in Focus: **Workforce (continued)**

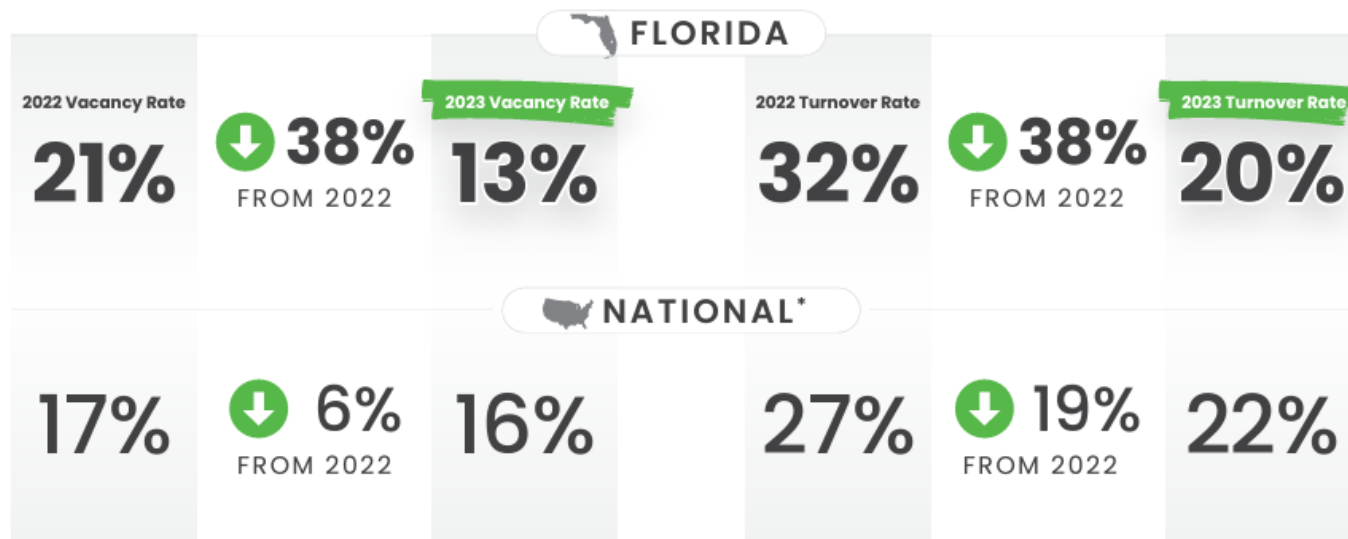
To support hospitals' essential work of delivering high-quality care in their communities, FHA advocates for the needed infrastructure and funding so hospitals can recruit and retain staff.

- FHA spearheaded passage of legislation during the 2023 session that expands the scope of workplace violence protections for hospital staff throughout the entire hospital and increased penalties for assault and battery against hospital personnel.
- FHA conducted a survey of nurse turnover and vacancy rates, demonstrating a 38 percent reduction in nurse turnover and vacancy rates from 2022.

### RN NURSE VACANCY RATE

### RN NURSE TURNOVER RATE

The following presents results from the FHA Vacancy and Turnover survey of all Florida hospitals, with a response rate that reflects 56% of all hospital beds.



\*NSI Nursing Solutions 2023 Retention and Staffing Report

# Issues in Focus: Quality

FHA supports hospitals' ongoing commitment to and investment in advancing health care quality and patient safety. In 2023, FHA launched a monthly newsletter dedicated to quality and patient safety, held its first dedicated quality conference (see p. 16), and continued adding new members to its Patient Safety Organization.

The Quality Conference brought together industry leaders, including Leah Binder of the Leapfrog Group, and member hospitals to share best practices and collaborate on strategies to advance quality. Fifteen Florida hospitals also were recognized for their work to reduce unnecessary C-sections.



Surgeon General Dr. Joseph A. Ladapo speaking at the FHA Quality Conference

## KEY QUALITY AREAS OF FOCUS

Strategic Actions

Major Initiatives

Partners

### Hospital Acquired Infections/Patient Safety

- Infection Prevention Training Series
- Regular Quality Forums
- Preparing for Mandated Patient Safety Culture Survey Reporting
- Comments on Proposed Medicare Payment Rules
- CMS Hospital Quality Improvement Contractors (HQIC) Contract
- Increasing Awareness of State Survey Findings
- Support to Address new Regulatory Requirements
- Partner with State Agencies on State Priority Areas Impacting HAIs and Patient Safety
- PSO Florida



### Readmissions/Care Transition

- Partnership for Community Health Coalitions (QIO Contract to Staff 30 Coalitions)
- Readmission Strategies and Tools Education Series
- Days Awaiting Placement Survey
- Comments on Proposed Medicare Payment Rules Impacting Readmissions
- Improvements in the State HIE



### Maternal & Child Health

- Statewide Call to Action to Reduce Maternal Mortality
  - ▶ Educating All Emergency Departments
  - ▶ SBIRT Adoption for All Women
  - ▶ AIM Bundles
- Ensure all FHA Maternity Hospitals Meet the New State Requirements
- FPQC Initiatives around Mother Centered Care, Postpartum Discharge and Continuity of Care and Maternal Levels of Care certification
- Reducing Neonatal Abstinence Syndrome
- Medicaid Procurement RFI
- State C-Section Awards



## Issues in Focus: Behavioral Health

With the need for behavioral health care services only increasing since the pandemic, FHA leveraged its industry leadership role to host the first Behavioral Health Retreat (see p. 16) in collaboration with the Florida Behavioral Health Association to advance initiatives to grow the behavioral health workforce and increase access to care. FHA President and CEO, Mary Mayhew, also spoke before the Florida Commission on Mental Health and Substance Use Disorders about the need for meaningful data to identify gaps in care and advance strategies to improve access to timely and effective care. As part of the Annual Conference, FHA also hosted Clubhouse members to include their voices and perspectives in discussions about behavioral health care needs and solutions.

During the legislative session, FHA successfully advocated for increased behavioral health funding, including:

- 47 percent increase in DCF's community mental health budget, including \$31 million for central receiving facilities, \$77.9 million to expand bed capacity at state mental health facilities, and a \$156.3 million block grant for community-based mental health services;
- and
- \$400 million for community-based behavioral health services that support FACT & FIT team reimbursement.



# FHA Board of Trustees & Committees and Councils

The FHA volunteer Board of Trustees represents the diversity of the association's organizational membership. Board members are responsible for overseeing the progress and success of the association and assist in the development and approval of FHA's strategic plan and advocacy agenda.

**Gino R. Santorio**, Chair, President and CEO, Mount Sinai Medical Center

**Larry Antonucci, M.D.**, Chair-Elect/Vice Chair, President and CEO, Lee Health

**Randy Haffner, Ph.D.**, Treasurer, President and CEO, AdventHealth Central Fl. Div.

**Danielle Drummond, FACHE**, Secretary, President and CEO, Lakeland Regional Health Med. Ctr.

**Bo Boulenger**, Immediate Past Chair, President and CEO, Baptist Health South Florida

**Mark Faulkner**, Region 1 Trustee, President and CEO, Baptist Health Care

**Michael Mayo**, Region 2 Trustee, President and CEO, Baptist Health

**Stephanie Connors**, Region 3 Trustee, President and CEO, BayCare Health System

**David Strong**, Region 4 Trustee, President and CEO, Orlando Health

**Paul Hiltz, MHA, FACHE**, Region 5 Trustee, President and CEO, NCH Health care System

**Amit Rastogio, M.D.**, Region 6 Trustee, President and CEO, Jupiter Medical Center

**Conor P. Delaney**, Region 7 Trustee, M.D., President and CEO, Cleveland Clinic Florida

**Matt Love**, Region 8 Trustee, President and CEO, Nicklaus Children's Health System

**Martha McGill**, Children's Hospital Trustee, President, Central Florida Region, Nemours Children's Health

**Brooke G. Donaldson**, Rural Hospital Trustee, CEO, Jackson Hospital

**Scott Wester**, At-Large Trustee, President and CEO, Memorial Health care System

**Carlos A. Migoya**, At-Large Trustee, President and CEO, Jackson Health System

**Don King**, At-Large Trustee, Senior Vice President, Ascension

In FHA's **Committees and Councils**, there are 103 hospitals and systems represented from 43 counties across the state.

More than 205 members have been appointed to participate in these governance meetings.

## Committees & Councils

Volunteer committees and councils, led by member hospital CEOs, are critical to FHA's work and ensuring the responsiveness and efficacy of our advocacy work.

- Executive/Governance Committee
- Behavioral Health Council
- FHAPC Advisory
- Finance Committee
- Managed Care Committee
- Nominating Committee
- Policy Committee
- Quality and Patient Safety Committee
- Rehabilitation Council
- Rural Hospital Committee
- Workforce Committee

# Political Engagement

## FHA Political Action Committee

The Florida Hospital Association Political Committee (FHAPC) is a nonpartisan, independent political committee administered through FHA. Our mission is to support candidates for office who are hospital allies and fight for hospitals in Tallahassee. Member contributions support lawmakers who value hospitals and health systems, from leadership to rank-and-file members.

In 2023, FHAPC connected member hospitals with influential lawmakers to amplify the hospital message.

- Hosted a dinner with the FHA Board of Trustees and Senate leadership and provided members an opportunity to preview the large health care omnibus bill, Live Healthy.
- Hosted a dinner with the FHA Board of Trustees, Speaker Designate Danny Perez, and Rep. JC Porras.
- Hosted four lawmaker receptions during 2023 Committee weeks and three receptions during 2024 Committee weeks.



# Engaging Media

As the largest voice for Florida hospitals, FHA proactively engages media to ensure consistent and frequent messaging supportive of hospital needs. We work with media and hospital leaders statewide to speak with one clear voice on hospital priorities.



## MEDIA HITS

With proactive and responsive media engagement, FHA is regularly cited and referenced in local, statewide, and national media.



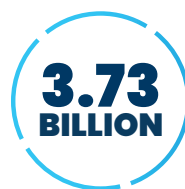
## ARTICLES PUBLISHED

Through a monthly CEO column in *South Florida Hospital News & Health care Report*, op-eds and letters to the editor, and thought pieces in *Florida Politics*, FHA serves as a regular thought leadership contributor to industry and mainstream media.



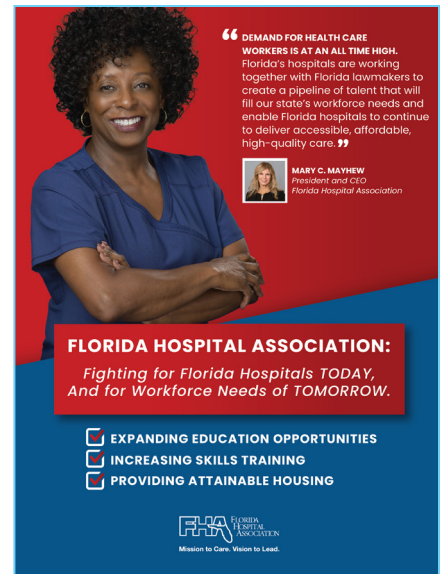
## MEDIA INTERVIEWS

FHA president and CEO Mary C. Mayhew regularly engages with reporters to provide Florida hospitals' perspective on policy and trending issues.



## OVERALL ARTICLE REACH

More than 3.73 billion readers were reached with FHA content.



# Education and Engagement

FHA offers numerous conferences, workshops, webinars, and other educational opportunities for our members to learn about the most pressing health care issues and share best practices. From preventing readmissions and pediatric care coordination to workforce resilience and psychiatric and forensic bed capacity, our educational programming covers a wide range of topics. With both in-person and virtual offerings, our educational programming provides valuable, accessible content for every hospital leader.

## NEWSLETTERS & ALERTS

**74**

FHA is the hospital industry's premiere source for advancing knowledge and skill among Florida's hospital leaders. Through regular newsletters and member alerts on urgent action items, FHA ensures hospital leaders have the most timely and relevant information.

## WEBINARS

**126**

Through webinars and virtual meetings on the industry's most pressing issues, FHA provides timely education for hospital leaders and staff. In 2023, more than 15,000 individuals participated in FHA's offerings, and FHA issued 538 continuing education credits.

## CEO ROUNDTABLES

**12**

FHA gathers chief executive officers in regional roundtables held across the state. This year, nearly 90 CEOs participated. FHA also hosted two Medicaid redetermination roundtables attended by more than 50 individuals.

## LEADERSHIP KEYNOTES

**18**

As President and CEO of the state's largest and most influential hospital association, Mary Mayhew represents the hospital industry before multiple audiences across the state and country. In 2023, Mayhew delivered 18 keynote speeches on health care and the essential role of Florida's hospitals.

# Education and Engagement (continued)

## BEHAVIORAL HEALTH RETREAT

**40**

FHA hosted the first-ever behavioral health retreat in collaboration with the Florida Behavioral Health Association (FBHA). More than 40 FHA members, FBHA members, and staff participated.

## MANAGED CARE CONFERENCE

**141**

FHA's annual managed care conference brought together more than 140 health care professionals to learn about managed care trends and strategies.

## QUALITY CONFERENCE

**148**

FHA held its inaugural quality conference to convene quality improvement professionals, clinical leaders, and other staff to share best practices and hear from subject matter experts. Nearly 150 hospital staff from across the state participated.

## FHA ANNUAL MEETING

**465**

For the first time in three years, FHA held its annual member meeting in-person, bringing together more than 460 hospital leaders, national and state policy experts, thought leaders, and health care professionals for collaboration and networking.





# Our Members

The Florida Hospital Association exists to raise the united, collective voices of Florida's hospitals. While hospitals vary in type, size, ownership status, and location, we speak on behalf of their common areas of concern and priorities and shared mission to serve patients and communities.

FHA is the state's largest hospital association, representing more than 200 hospitals and health systems coast to coast.

	<b>Total Among all hospitals</b>
<b>Charity Care Provided</b>	<b>\$1.6 billion</b>
<b>Estimated Cost of Uncompensated Care</b>	<b>\$2.6 billion</b>
<b>Net Patient Revenue</b>	<b>\$68.9 billion</b>





**VISIT [FHA.ORG](http://FHA.ORG)**



**Mission to Care. Vision to Lead.**