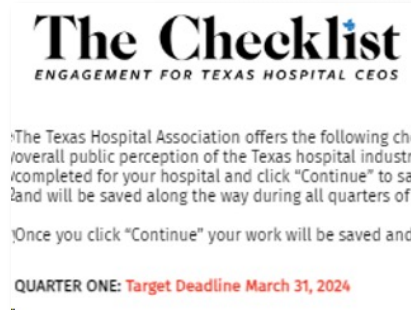


# THA's Road to 2025

## Hospitals in Action for 2024



# THA's Communications Team



Carrie Williams



Joey Berlin



Minh Ly



Amy Rios



Julia Mann



Lane Boyd



Brian Nicols



Natalie Guillot





### Remembering Elizabeth Sjoberg, J.D., RN

THA remembers the life and career of former employee and long-time health care advocate Elizabeth Sjoberg

Oct. 17, 2023 | 8 min read



### Contingency Fee Agreements May Be the Right Prescription

When construction or insurance professionals breach the standard of care,



### Cold and Flu Season: Nothing to Sneeze At

Stopping the spread is key not just to a healthy populace, but also for healthy hospitals.

# The Scope

## TEXAS HOSPITALS

THE SCOPE >

### THA's Session in Review: 2023 Outcomes for Texas Hospitals

THA's new end-of-session report takes stock of health care legislation— from the helpful to the hurtful— that impacted Texas hospitals during the Texas 88th legislative session.

Written by Joey Berlin



For 140 days, the Texas Hospital Association spoke out, dug in and fought— for good health care policy in Texas, and to short-circuit policies that would have impeded access to care and jeopardize many hospitals' very existence.

After walking miles of Capitol corridors, and hours upon hours of meetings, negotiations and bill-watching, the 2023 regular session of the Texas Legislature was another successful one for THA and its members, as detailed in THA's newest end-of-session report, *Health Care and the 88th Texas Legislature: Outcomes for Texas Hospitals*.

In the end-of-session report, you'll learn more about THA's victories during this session, including:

- [Lawmakers secure additional revenue even in health care workforce funding, and bills that mandate annual](#)

## Most Recent Articles

### Our New Year's Resolution: Set the Record Straight for Hospitals

By John Hawkins | Jan 23, 2024 | 3 min read

New Year's resolutions are all about taking a step forward—improving yourself or something about the world around you, whether striking...

[CEO Messages](#) [Legislative News](#)

### Protecting Patient Data by Preventing Cyber Attacks

By [Name] | Jan 17, 2024

[Sponsored Content](#) [Technology & Innovation](#)

### Navigating Winter Weather in Texas: How to Stay Out of the Hospital

By [Name] | Jan 11, 2024

[Public Health](#)

### Texas Hospitals are Reclaiming Reality in 2024

By [Name] | Jan 11, 2024

[Hospital Finance](#) [Legislative News](#) [Member News](#)

### Halloween in Texas Hospitals

Texas health care workers, patients, families and communities come together to celebrate Halloween in hospitals.

Written by Julia Mian

Halloween, a time of ghouls, ghosts and goblins, is an occasion that has long been associated with the thrill of fear and the fun of dressing up in spooky costumes. However, in the halls of hospitals across Texas, Halloween takes on a unique and heartwarming approach. Far from the haunted houses and scary movies, each year health care workers, families and hospitals' communities come together to make this holiday a little less frightening for patients spending it in the hospital.

Take a look into the heartwarming Halloween celebrations happening in Texas hospitals this year:

### Baptist Children's Hospital



> The Scope

[Houston Methodist and US Acute Care Solutions Partner for Emergency Medicine Services](#)

[Congratulations to THA's November Newsmakers](#)

### May 31: 2023 | Hospitals Stay Intact, Score Wins As Regular Session Wraps

Cap Recap, May 31: Hospitals Stay Intact, Score Wins As Reg... [Watch later](#) [Share](#)

THA CAPITIM

Watch on [YouTube](#)

They're the two Latin words everyone involved with a turbulent and explosive session of the Texas Legislature longed to hear: *sine die*, signaling ultimate adjournment. And Monday, when the 2023 regular session finally reached sine die, hospitals were still alive - after months of hospital advocates beating back threats to their viability across Texas, while simultaneously working to promote a better health care environment ...

> [Read full article](#)

Of all those stories,  
**one stood out** to our  
readers the most.

**The Scope**  
TEXAS + HOSPITALS



# THA Launches Movement to Push Back & Take Action

---

**Core  
Messaging**



**Digital/Video  
Innovation**



**Special  
Events**



**CEO  
Checklist**



**Explainers  
& How To's**







# Texas Hospitals are Reclaiming Reality in 2024

How Texas hospitals were portrayed as the source of health care's ills during 2023 – and how THA plans to set the record straight in the coming year.

[Read more](#)



TEXAS  
HOSPITALS  
ARE  
FIGHTING  
BACK  
IN 2024

## Hospitals in Action

After a tumultuous 88th Legislative Session, hospitals are hard at work setting the record straight about the state of Texas hospitals and health systems in preparation for 2025.

## Laying the Groundwork for 2025

In 2024, Texas hospital CEOs need to be engaged with THA like never before. A series of bills with devastating implications for hospitals found traction in the Texas Legislature's 2023 regular session. These proposals included attempts to ban all hospital outpatient payments and institute government rate-setting. And, while none of them passed, the concepts at their cores, the rhetoric that drove them and their champions will likely be back for another try in 2025.

It's time for hospitals to take even stronger action to protect their ability to serve their communities.



### Brad Holland: Rallying for Texas Hospitals

Meet Brad Holland, president and CEO of Hendrick Health, THA's 2024 board chair. **"The No. 1 thing a hospital CEO can do in 2024** is prepare themselves and their team to get involved in the Texas Hospital Association and start working with them to get a collective voice and a strategy," Holland said. "The most important thing for us to do is come together, engage and be in charge of our own destiny."



### Texas Hospitals in 2024: Reclaiming Reality

THA President/CEO John Hawkins details THA's new effort to drive the conversation around hospitals in 2024, including correcting misinformation that ran rampant during the 2023 legislative session and rebuilding the public's understanding of hospitals' vital role in their communities.



# A Quarterly Strategy

## Q1 Solidify Champs

*CEO Checklist / Comms Summit / Conference / Training / How-To's*

## Q2 Celebrate the Positive

*Patient Stories / COVID Heroes Day / Hospital Week*

### Social Media Marketing for Rural Hospitals

A simple framework by rural hospital marketers for hospitals with limited bandwidth and budget for social media marketing.

Written by Amy Rios and Julia Mann



In a space encumbered by new features, trends and algorithmic best practices that change daily, the job of a social media manager in 2023 can feel overwhelming. Especially if you're doing the job alone.

Most rural hospitals' social media platforms are managed by a very small team of communications professionals – or a team of one – who are responsible for managing a content calendar, creating the content, monitoring engagement, analyzing performance and even doing paid social media placements.

However, rural hospitals' weakness is also their strength. Unlike large brands that are preoccupied with building an audience, rural hospitals are building online communities, which is far more impactful. Rural hospitals are part of the everyday life surrounding them, making social media engagement feel like an extension of day-to-day interactions with neighbors, co-workers and friends.

"I think working in a rural community has been to our benefit because the people you see in our photos are the same people you see in the grocery store, and then you walk in the hospital, and it's the same familiar faces," says Gabriela Anfinson, marketing coordinator at Uvalde Memorial Hospital. "We are a tight-knit community and that's reflected in our social media."

### Show and Tell: Hosting a Lawmaker at Your Hospital

Here's THA's guide to arranging a tour of your facility with a member of the Texas Legislature.

By the Texas Hospital Association



It's one thing to tell a lawmaker what your hospital – and others – need from policymakers in another thing entirely to show them.

While getting in touch with legislators at their offices is a key part of being a hospital advocate, your facility – offering them an up-close look at your day-to-day operations, and why you and your Association members are asking for their help at the Capitol – is an invaluable chance to for those lessons.

In turn, they may even use personal anecdotes from the visit, a legislative committee or on the House or Senate floor why they are influencing other lawmakers to see it their way.



THE SCOPE >>

### THA's Testimony Tips

Here's how Texas' health care leaders can make their voices heard in the legislature.

Written by Amy Rios

There's an old axiom that goes, "if you're not at the table, you're on the menu."

The anonymous adage has been credited to a variety of individuals, mostly politicians, which makes sense considering the nature of lawmaking.

Standing before lawmakers to articulate the needs, trials and triumphs of hospitals and the communities they serve is necessary to ensure that health care policy is rooted in reality.

"Often at THA, we have attorneys testifying or other employees at THA," says Cameron Duncan, J.D., vice president of Advocacy and Public Policy at THA. "However, it is so vital and imperative and translates much better when someone directly from the industry is sharing their story with a lawmaker."

Before a bill becomes law in Texas, it must be referred to a committee in either the House or the Senate. Throughout the legislative process, members of the public have the opportunity, and the civic responsibility, to speak with committee members directly about the bill in an open forum. This is referred to as public testimony.




# Q3 Educate on Issues

*Prices / Charity Care / Billing / Community Value / Workforce*

# Q4 Data on the Offense

*Data Releases / Media Roundtables / Bonnen Study Pre-Positioning & Rapid Response*

 **Texas Hospital Association** · Following  
Hospitals and Health Care


THA and the [Texas Nurses Association](#) have released a new Workplace Violence Prevention Toolkit with resources to help hospitals understand and effectively implement federal and state laws related to workplace violence, including ...see more

 **Texas Hospital Association**

 **TEXAS NURSES ASSOCIATION**




**Workplace Violence Toolkit**

 **Texas Hospital Association** · Following  
Hospitals and Health Care


Charity care requirements vary widely across the nation, but THA members are doing their part to care for the low-income and uninsured members of our communities. ...see more

**Both nationally and in our state, charity care has come under a great deal of scrutiny.**

**John Hawkins**  
CEO/President,  
Texas Hospital Association



**Texas Hospitals Going Above and Beyond on Charity, Indigent Care**



...needs and deserves medical care. Texas hospitals understand that as well as anyone. And in a state with the nation's highest uninsured rate, where charity care and indigent care are a fact of life – from the Panhandle to Port From El Paso to Houston – our hospitals fulfill that need.

...ing that reality is particularly important right now. Because both nationally and in our state, charity care – and the nonprofit, tax-exempt hospitals that provide it – have come under a great deal of scrutiny lately. But recent, well-publicized attack on nonprofit hospitals nationwide pledged that here in Texas, we're on the right track.

...rth, U.S. Sen. Bernie Sanders (I-Vt.) released a report with an eye-catching title: "Major Non-Profit Hospitals Take Advantage of Tax Breaks and Size CEO Pay Over Helping Patients Afford Medical Care." The report took documents for 16 major nonprofit hospitals that each take in more than \$1 billion in annual revenue, finding that 12 of them dedicate less than 2% of total revenue to charity care, with six devoting less than 1%. In a statement accompanying the report, Sen. Sanders said that despite "massive" tax breaks, "most nonprofit hospitals are actually reducing the amount of charity care they provide to low-income families even as CEO pay is soaring. That is absolutely unacceptable."


...merican Hospital Association reacted swiftly on behalf of its nationwide membership, calling the report "misleading" and saying it didn't "fully account for the wide range of community benefits that hospitals provide." AHA noted a new report showing that in 2020, hospitals provided \$129 billion in community benefits, about 10% more than the previous year – and more than 15% of hospital expenses.



John Hawkins

**Charity Care at Texas Hospitals**

Watch later Share



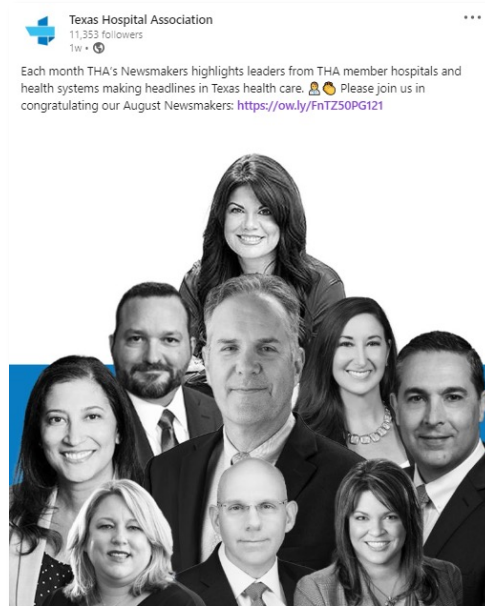
# The Checklist

## Q1 Solidifying Champs

THA and our more than 600 member hospitals – with 400,000+ employees – is a powerhouse foundation to change hospital perception.

### Texas Hospitals Are:

- **Humans**
- **Locals**
- **Experts**



# Checklist Launch

## Board-Directed Engagement of CEOs

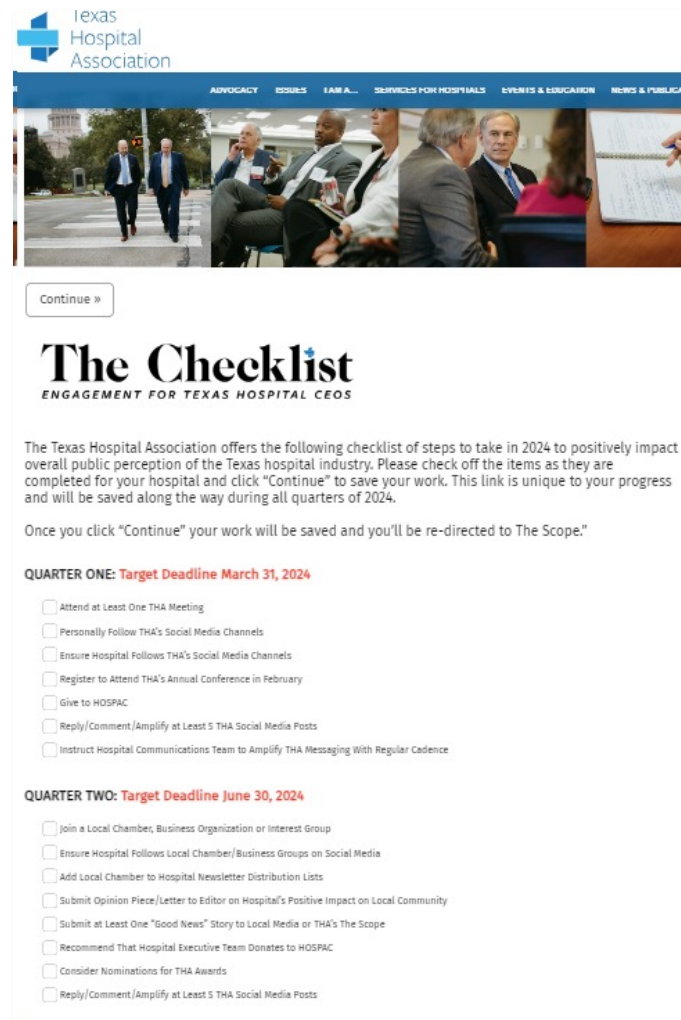
On Jan. 18, THA launched its Hospital Leadership Engagement Checklist, targeted toward Texas hospital CEOs.

**Q1 Solidify Champs**

**Q2 Celebrate the Positive**

**Q3 Educate on Issues**

**Q4 Data on the Offense**



The screenshot shows the Texas Hospital Association website. At the top, the logo and navigation menu are visible. The main content area features a large image of hospital executives in a meeting. Below the image is a 'Continue »' button. The title 'The Checklist' is prominently displayed, followed by the subtitle 'ENGAGEMENT FOR TEXAS HOSPITAL CEOs'. The text explains that the checklist is for 2024 and will be saved throughout the year. It then lists two quarters with their respective target deadlines and a list of tasks for each quarter.

Texas Hospital Association

ADVOCACY ISSUES I AM A... SERVICES FOR HOSPITALS EVENTS & EDUCATION NEWS & PUBLICATIONS

Continue »

## The Checklist

ENGAGEMENT FOR TEXAS HOSPITAL CEOs

The Texas Hospital Association offers the following checklist of steps to take in 2024 to positively impact overall public perception of the Texas hospital industry. Please check off the items as they are completed for your hospital and click "Continue" to save your work. This link is unique to your progress and will be saved along the way during all quarters of 2024.

Once you click "Continue" your work will be saved and you'll be re-directed to The Scope."

**QUARTER ONE: Target Deadline March 31, 2024**

- Attend at Least One THA Meeting
- Personally Follow THA's Social Media Channels
- Ensure Hospital Follows THA's Social Media Channels
- Register to Attend THA's Annual Conference in February
- Give to HOSPAC
- Reply/Comment/Amplify at Least 5 THA Social Media Posts
- Instruct Hospital Communications Team to Amplify THA Messaging With Regular Cadence

**QUARTER TWO: Target Deadline June 30, 2024**

- Join a Local Chamber, Business Organization or Interest Group
- Ensure Hospital Follows Local Chamber/Business Groups on Social Media
- Add Local Chamber to Hospital Newsletter Distribution Lists
- Submit Opinion Piece/Letter to Editor on Hospital's Positive Impact on Local Community
- Submit at Least One "Good News" Story to Local Media or THA's The Scope
- Recommend That Hospital Executive Team Donates to HOSPAC
- Consider Nominations for THA Awards
- Reply/Comment/Amplify at Least 5 THA Social Media Posts



# The Checklist

## How To & Guidance

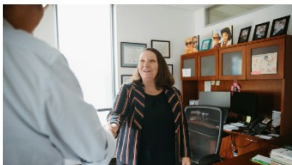
The Checklist is **interactive** and **measurable**, with analytics pulled monthly to ensure engagement, and clear guidance on how to engage.



### THA's Testimony Tips

Here's how Texas' health care leaders can make their voices heard in the legislature.

[LEARN MORE](#)



### Show and Tell: Hosting a Lawmaker at Your Hospital

Here's THA's guide to arranging a tour of your facility with a member of the Texas Legislature.

[LEARN MORE](#)



### Social Media Marketing for Rural Hospitals

A simple framework by rural hospital marketers for hospitals with limited bandwidth and budget for social media marketing.

[LEARN MORE](#)



## The Checklist: Engagement Manual for Hospital Leaders

Texas hospital leaders are taking action on behalf of their industry like never before. Together, united as an industry, hospital CEOs are working collectively to counter negative – and incorrect – assertions about the industry and highlight the lifesaving work of their facilities.



THA offers the following guidance to ensure hospital CEOs can “check the box” on the critical steps needed to improve overall perception and move hospitals – and their patients – forward with meaningful engagement.

### QUARTER ONE (deadline: March 31)

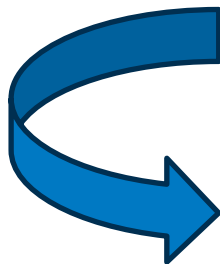
1

- Attend a THA Meeting**  
Throughout the year, THA hosts several online and in-person meetings that give member hospital executives the opportunity to network with other industry leaders. Keep an eye on THA's event calendar [here](#) for a full list of upcoming events. If you are a member of a board, council or committee, ensure that you attend all related meetings.
- Personally Follow THA Social Channels**  
Having a large following of engaged users helps improve THA's online reach. Make sure you're following THA on whichever platforms you're most active on. You can follow THA on [LinkedIn](#), [X \(formerly Twitter\)](#), [Facebook](#) and [Instagram](#).
- Ensure Hospital Follows THA Social Channels**  
Once you've followed THA from your personal accounts, ensure that your hospital's Communications team follows THA from your hospital's social media accounts. THA makes a concerted effort to tag hospitals across all social media platforms when mentioned in a piece of content. Encourage your communications team to amplify those posts.
- Register to Attend Conference**  
Every year, THA convenes member hospital leaders at its annual conference. During a session year, the conference is in Austin and rotates amongst Texas' prominent cities in the interim session year. With 200+ member attendees each year, THA's conference is a great opportunity to network with colleagues in the industry and gain health care policy insights as they unfold.

THA will host its 2024 conference at the Hyatt Regency Dallas from Feb. 15-16. [Register here.](#)

# The Checklist

## An Early Look at Data



Sent to 506 CEOs/Board Members

82 – entered checklist (16%)

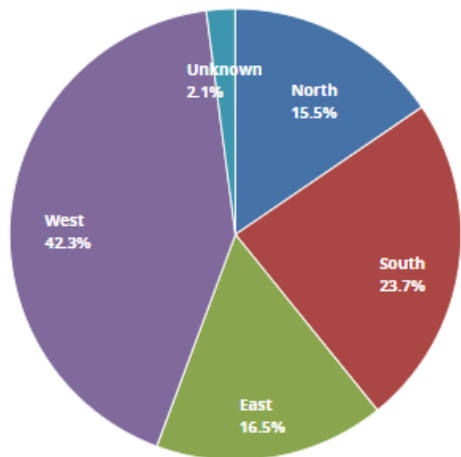
15 – completed at least one (3%)

7 – completed at least two

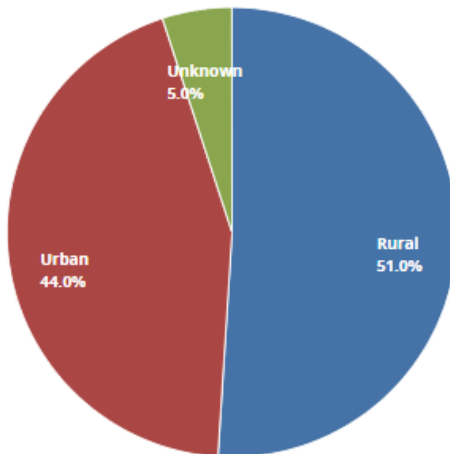
3 – completed at least three

3 – completed at least four

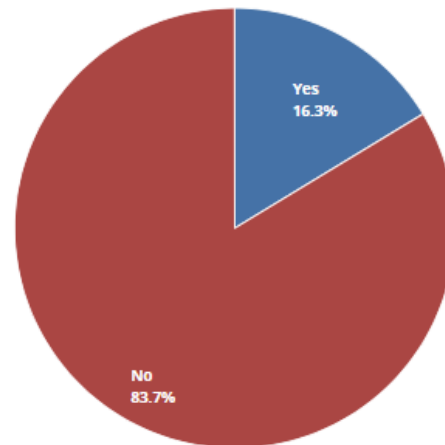
### Regions



### Urban/Rural



### THA Board



# THA Comms: Next Steps

## Public Affairs Firm

THA and its Member Engagement Work Group is working with a public affairs firm to build a coalition and develop an aggressive advocacy/comms campaign.

## The Scope Expansion

Capitalizing on The Scope's strength, flexibility and speed, we're adding enhanced audio, CEO voices and distribution via LinkedIn newsletters and subscriptions.

## Tracking Engagement

THA is working to track interaction with THA's Checklist and use marketing tactics to deepen CEO engagement and prompt more action.

## Data, Issues & Media

THA is aiming to build explainers and data on THA issues and enhance media efforts to ensure more issue/data-centered media interactions leading into session.



# Public Affairs Firm: Next Steps

## 1. Discovery

The firm will identify and prioritize audiences, spokespersons and tactics, and audit sentiments toward hospitals and “big insurance.”

## 2. Create Coalition

The firm will build a third-party coalition, secure an external lobbyist and develop an aggressive advocacy/comms campaign for the coalition to carry.

## 3. Implement Campaign

Working closely with THA, the firm will push messaging via public affairs, news media and social media.

## 4. Reporting & Next Steps

The firm will regularly report impact data to inform THA and its Board on effectiveness and next steps.





# Leverage Special Events

