



**Kansas Hospital
ASSOCIATION**

***KHA's Trustee Resource
February 2025***

Register Now for the Critical Issues Summit for Hospital Boards 2025

Register now and plan to attend this year's Critical Issues Summit for Hospital Boards on March 6-7 in Wichita. The summit brings together hospital leaders and trustees from across the state to promote the importance of good governance practices. This event provides top-notch speakers, educational sessions and discussions on the most critical topics facing hospitals today.

Session topics will include the following:

- Board and Governance Best Practices
- Legal and Ethical Considerations in AI Health Care Applications
- Empowering Rural Communities Through Meaningful Engagement
- Policy Issues Impacting the Health Care Sector
- Strengthening Health Care Governance: Best Practices for Hospital Boards
- Reframing Resilience: Connecting to the Present, Others and Oneself



Trustee Recognition at the Critical Issues Summit

As Kansas Hospital Association staff attends board meetings across the state, many governance best practices are being utilized. KHA encourages members to recognize board members for their dedication and service. KHA implemented the [Trustee Accountability and Recognition Program](#) in 2010 as a response for hospitals to demonstrate their accountability to legislators, attorneys generals and their communities.

The program annually recognizes trustees at the [KHA Critical Issues Summit](#). The [Trustee Accountability and Recognition Program](#) recognizes hospitals and trustees that:

- Understand and embrace the need for governance accountability
- Govern according to a standard of excellence
- Are willing to recognize their adherence to governance best practices formally
- Embrace community accountability
- Structure their community benefit and outreach programs to meet identified community needs

We encourage hospitals to recognize trustees at this year's [Critical Issues Summit](#) by completing a [recognition form](#) by Feb. 28. You can email the form to csamuelson@kha-net.org or fax it to Cindy Samuelson at (785) 233-6955.

Inspiring the Future Health Care Workforce

The Kansas Hospital Association recently hosted the third annual Kansas Virtual Health Care Career Day. More than 4,200 students from more than 200 schools joined KHA for this exciting and fulfilling event. KHA organized the event with the Kansas Department of Education and the Kansas Board of Regents. The primary goal of the Kansas Virtual Health Care Career Day is to give students a glimpse inside Kansas hospitals to learn more about the many career opportunities, both clinical and non-clinical, available in health care and engage them in real-world learning.

The health care careers showcased during the virtual career day included respiratory therapy, family practice medicine, facilities management, behavioral health, pharmacy, health information technology/cybersecurity, occupational therapy and critical care nursing/intensive care. Throughout the event, Kansas middle, high school and collegiate students – alongside hundreds of adult learners and interested second careerists – heard first-hand from Kansas health care professionals who explained what training is required to perform their function and why they believe their career choice is rewarding.

Thank you to the teams at AdventHealth, Overland Park, Ottawa and Shawnee Mission; Clay County Medical Center, Clay Center; Community HealthCare System, Onaga; HaysMed, Hays; NMC Health, Newton; Rice Community Health, Lyons; Rooks County Health Center, Plainville; and The University of Kansas Health System, Kansas City.

This event also showcases our www.HappyInHealthCare.org website. The site features a career quiz, scholarships, schools, jobs and many other avenues for exploring resources about health care careers. Each career includes information on the education needed, minimum salaries, job opportunities and much more. We have recently added maps and links to hospitals, colleges and universities. We encourage you to check out the resources available on the www.HappyInHealthCare.org website!

Keeping Communities Healthy and Economically Strong

The health care sector in Kansas contributes substantially to the state's economy. Hospitals keep communities healthy, strong and vibrant and strengthen their infrastructure. Kansas hospitals contribute to the financial health of our state and serve as economic anchors for the communities they serve.

As with all industries, hospitals generate direct jobs and employee income. However, they support additional businesses across many sectors through supply chain linkages and employee spending on household goods and services. A vigorous health care system is essential for the health and welfare of community residents and for enhancing economic opportunities.

Health-related sectors are among the fastest growing in the economy, and given demographic trends, this growth is likely to continue. Furthermore, evidence shows that quality health care improves business productivity, aids recruitment and retention and attracts and retains retirees.

The Institute for Policy & Social Research at the University of Kansas conducted the Kansas Hospital Association's new report on [*The Importance of the Health Care Sector to the Kansas Economy*](#). The study found that the health care sector contributes more than 325,000 jobs and nearly \$23 billion in labor income to the Kansas economy, including direct and multiplier effects. This labor income, when spent, generates more than \$700 million in sales tax revenue.

The study found hospitals employ nearly 74,000 Kansans and generate more than \$7 billion in direct labor income. The hospital sector has significant multiplier effects. Every 100 hospital jobs support an additional 73 jobs in non-health care sectors. Every \$1,000 in current hospital wages and salaries sustains an extra \$450 in income for employees of grocery stores, restaurants, gas and electric utilities and other industries used by hospitals and their employees.

As we continue to look for opportunities to enhance our state's economy, a strong health care system, anchored by well-supported community hospitals, is essential. [This report](#) will be shared with our elected officials and the public in the coming weeks. County-specific reports are being updated this year. Until then, the latest county reports, completed in October 2023, are [available online](#).

Kansas Hospitals Gather in Topeka to Advocate on Health Care Policies

More than 130 hospital leaders and advocates from across the state convened in Topeka to participate in the annual Kansas Hospital Association Advocacy Day. The event is an opportunity to bring together hospital advocates and their elected officials to discuss the health care priorities of the KHA membership.

The day started with legislative presenters sharing their support for Kansas hospitals and their willingness to explore health care policies during the 2025 legislative session. The highlight of KHA Advocacy Day is the luncheon opportunity for Kansas hospital leaders to meet with their state elected officials. Several advocacy topics emphasized by the KHA membership revolved around ensuring financial viability, promoting health care workforce opportunities, protecting access to care, defending the integrity of the 340B program and reducing the administrative burdens imposed by health insurance organizations. While KHA Advocacy Day was an excellent opportunity to meet with our elected officials, it is vitally essential that Kansas hospital leaders continue to engage in advocacy efforts throughout the legislative session.

Join our grassroots advocacy team by meeting with your elected officials when they are in their home districts. Let us know how we can assist you in this endeavor!

Federal Priorities and the Impact on Health Care Providers

The 119th Congress is underway. In the first quarter of 2025, the newly minted dual-chamber Republican majority will be tested by three major issues: the confirmation of incoming President Donald Trump's cabinet and leadership team, the adoption of the full fiscal year 2025 budget for the federal government and the passage of budget reconciliation legislation to extend the expiring Trump tax cuts. All three of these priorities will have significant impacts on health care providers.

The first two items are well-known. Robert F. Kennedy, Jr. and Mehmet Oz, President Trump's nominees to head up the U.S. Department of Health and Human Services and Centers for Medicare & Medicaid Services, respectively, will likely bring new health care priorities that must be vetted and considered. The outlines of a budget agreement are easy to see despite the winding road Congress might need to get to yes. Hospitals will likely see wins on the low-volume hospital/Medicare-dependent hospital designations and pay-as-you-go/Medicaid Disproportionate Share Hospital payment reduction decisions. The third matter—budget reconciliation—is not as well-known, and early indications are that providers are in for a fight early in the 119th Congress.

The issue is the extension of tax cuts passed by budget reconciliation during the Trump Administration's first year. Budget reconciliation is a legislative maneuver allowing Congress to bypass its regular budgetary debate rules to address emergencies. Bills passed under this process can only last ten years when the underlying laws revert to their status quo. Originally designed to make spending cuts during difficult times, reconciliation has become a method of cutting taxes so long as the revenue and spending numbers line up. The Trump Administration tax cuts were passed in 2017 in a reconciliation bill scheduled to last only eight years, hence their timeliness now.

Because taxes affect revenue, all direct spending elements of the Social Security Act, including Medicare and Medicaid (and Social Security itself), are on the table as potential offsets. So far, as concerns health care providers, the main offsets GOP leaders have been eyeing are Medicare sequestration extensions, Medicare site-neutral payments, Medicaid block grants/FMAP changes and reductions to the Affordable Care Act's premium tax credit.

As of now, Medicare sequestration by law will end in 2032. When initially passed in 2013, sequestration had been expected to end in 2021. However, subsequent bills saw this as an easy offset, a can that could get kicked down the road to fund budgets now. Budget reconciliation supporters will likely look at this offset because it is large and has no immediate effect. This offset could be used only for what it would save the federal government in 2032, 2033, 2034 and 2035. For years, KHA has clarified to our congressional delegation that Medicare sequestration is fundamentally unfair and should not be extended beyond 2032.

Site-neutral payment schemes generally fall into four categories: full site-neutral payments even for hospital campuses, hospital outpatient department site-neutral payments, elimination of telehealth facility fees and the prohibition on hospitals from negotiating higher payments from insurance companies in relation to other provider types. Of these four, the first provides the most significant offset but will be politically challenging for Congress. The fourth is generally opposed by Republicans while not producing any offsets for their purposes. Likely, the debate will hinge on options two and three. KHA will continue to work with our delegation to explain why hospitals should be treated differently because we are already required to abide by EMTALA.

Medicaid block grants and federal match changes are politically problematic for a host of reasons, namely such ideas are challenging to implement in such a way that does not turn certain states into winners and others into losers. Block grant proposals have been around for decades. Still, their design is usually projected to cause massive budget shortfalls at state levels of government, and Congress usually pulls back from them. The same is true of FMAP changes. Many Republicans represent states that have expanded Medicaid, so those states would be forced to either change their Medicaid programs to accommodate a new and reduced FMAP or would need to raise revenue at the state level to fill in the gaps. For Kansas, this would complicate the provider tax program and cast the future of how Medicaid is administered in the state into doubt. We will work with our delegation on any plan to help clarify its impact on Kansas hospitals.

Finally, ACA-enhanced premium tax credits are at risk in budget reconciliation negotiations. Already set to expire at the end of 2025, considering this change as a budget offset seems logical for the GOP to save money in the overall bill. The CBO estimates as many as four million people could lose coverage if these tax credits were to expire. This would have a downstream impact on uncompensated care at hospitals. Furthermore, it is unlikely that DSH payments will save the federal government as much money as anticipated, especially given DSH payments, particularly in non-expansion states like Kansas, are likely to increase.

We look forward to serving Kansas hospitals as we work through these thorny issues in the 119th Congress.

You Can Make a Difference ... Join the KHA-PAC

Did you know state and federal governments pay for more than half of Kansas hospital care and regulate 100 percent of Kansas Hospital Association activities? That's why your participation in the KHA Political Action Committee is so important. Elected individuals with a passion and understanding of hospitals' unique role in their communities are critical. Your individual contributions to the KHA-PAC are used to support those who champion our issues.

[Become a contributor](#). Visit the [KHA-PAC website](#) for additional information, including suggested contribution levels. If you have questions about the KHA-PAC or how to get involved, please contact [Tara Mays](#) at (785) 969-9270.

2025 Rings in a New Strategic Plan for KHA

The 2025-2027 KHA Strategic Plan is the culmination of many conversations and meetings during the last year with Kansas Hospital Association members, the KHA Board of Directors and KHA staff to ensure the work your association is focusing on is what is most important to you, our members.

KHA staff had a strategic planning session in early 2024 and gained direction from KHA members during Spring District Meetings. This work was incorporated into a draft strategic plan the KHA Board of Directors fine-tuned during a strategic planning session at their meeting in late May. The KHA team created a 2025-2027 draft strategic plan from those meetings and conversations and shared it with members during Fall District Meetings. We received insightful feedback and recommendations from members during Fall District Meetings that were incorporated into the final strategic plan reviewed and approved by the KHA Board at their November meeting.

As part of our process, we asked members and staff to review the KHA vision, mission and values. As a result of the feedback received from our members, KHA's vision has been updated from "Optimal health for Kansans" to "Optimal health for Kansans and Kansas hospitals." Our feedback from members is that you can't have healthy communities without Kansas hospitals, so our vision has been updated to reflect this ideal. KHA's mission, "To be the leading advocate and resource for members," was unanimously supported by members and staff, so the mission remains unchanged. There have been a few updates made to the values: 'Collaboration' has been added as a value to reinforce the work KHA does building and fostering partnerships, and 'Innovation' has been incorporated into the 'Knowledge' value to demonstrate that KHA will continue to focus on gaining and sharing knowledge regarding technology, innovation and emerging trends to assist KHA members.

KHA's strategic aim is to "Improve Kansas' statewide health ranking with a focus on preventive health services." This work, such as improving cancer screening rates, increasing immunization rates and partnering on community health improvement, is making a difference. According to America's Health Rankings, Kansas ranks 29th in health outcomes compared to 31st in 2021. As a result, the KHA Board of Directors recommended keeping the strategic aim in the 2025-2027 Strategic Plan, so KHA can continue to build up and foster improved health in our state, which supports KHA's overall vision.

You may notice four strategic priorities in the 2025-2027 Strategic Plan compared to six in the 2022-2024 Strategic Plan. These four priorities include advocacy and regulations, finance and reimbursement, health care workforce, and quality and safety. While there are fewer priority categories, it is important to note that other priorities, such as emerging technologies and member engagement, have been folded into one of the four priorities for our 2025-2027 strategic plan. The KHA Board of Directors felt it was essential to streamline and simplify the KHA strategic plan to show the members' top issues match KHA's.

KHA staff will continue to support our members and their diverse needs. We appreciate and value your feedback on the new strategic plan for 2025-2027.

Guide to Kansas Health Care Terms, Acronyms and Abbreviations – Sixth Edition

Revised in October 2024 with the help of our partners at [governWell](#), the Kansas Hospital Association is pleased to provide members with [*Speaking Health Care: A Trustees Guide to Health Care Terms, Acronyms and Abbreviations*](#), a resource specifically designed for hospital trustees/board members.

Much has changed in health care since our last publication in 2020. This sixth edition will help trustees gain a better understanding of the complex and confusing world of health care. *Speaking Health Care* is also customizable, allowing users to include specific hospital terms and abbreviations. Go to the [KHA website](#) or [Kansas governWell](#) to download the Word or Publisher version. We hope you find this resource helpful.

Make Board Orientation Easier with Your Customizable Governance Manual

The Kansas Hospital Association's [*Board of Trustees Governance Manual*](#) is a customizable governance manual for hospital trustees. It is a perfect tool to use when orienting new board members. The manual and all the appendices are created in Microsoft Word templates. Kansas hospitals can quickly and easily add and delete content to customize the manual and appendixes to your organization's unique needs.

- [Instruction Guide for Board of Trustees Governance Manual](#)
- [Board of Trustees Governance Manual](#)
- [Appendix A: Kansas Health Care Terms and Abbreviations](#)
- [Appendix B: Effective Grassroots Involvement](#)
- [Appendix C: Writing Effective Letters](#)
- [Appendix D: Elected Officials Contact Information](#)
- [Appendix E: False Claims Guidelines and Sample Policy](#)
- [Appendix F: Hospital Corporate Compliance Program](#)
- [Appendix G: Sample Conflict of Interest Disclosure Statement](#)