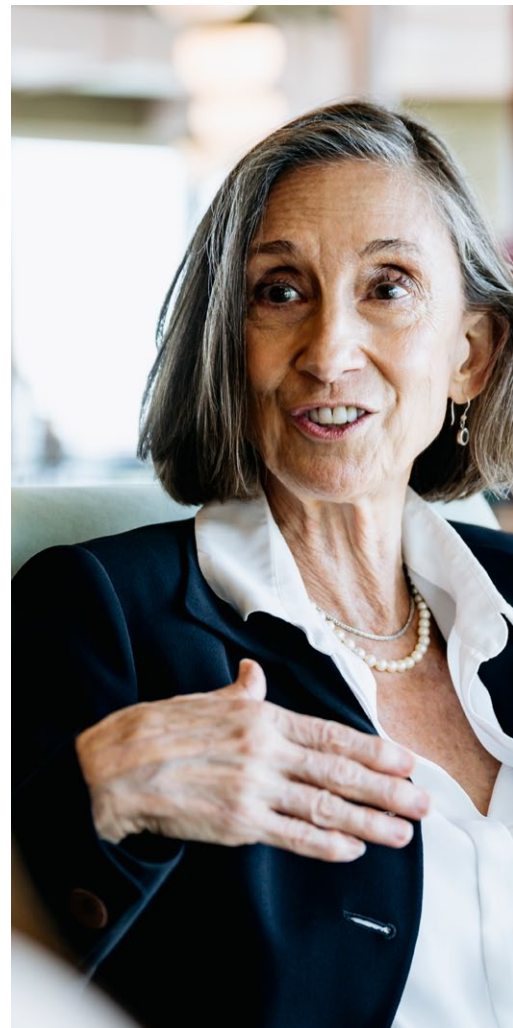


Legislative Relationships

The Cornerstone of **Effective Advocacy**

A Hospital/Health System Toolkit to Help You
Build a Relationship With Your Elected Officials





Building Relationships

As hospitals and health systems continue to navigate unprecedented challenges, the Illinois Health and Hospital Association (IHA) understands it has never been more important for elected officials to hear directly from their hospital leaders.

Building relationships with your elected officials is instrumental to advancing legislation that supports hospitals and health systems as they transform healthcare delivery across the state. Equally, it is important to inform legislators about policies and legislation that, if enacted, would be detrimental.

An in-person, onsite visit provides the best environment for this conversation. Having elected officials hear directly from you and your team, in your hospital, allows you to showcase the high-quality healthcare programs and services you offer. It also provides a forum for you to educate legislators on the complex challenges and issues facing your hospital.

When policies affecting hospitals arise in the General Assembly or on Capitol Hill, we want legislators to say, “Here is what hospital leaders in my district think about that issue, and here’s how they are affected.”

Lawmakers need to know the details of your workforce challenges, and how recruitment and retention issues are impacting your organization. Policymakers need to understand that contentious payer practices aren’t simply frustrating, but have a real-life and significant impact on your patients’ health and well-being.

When IHA and the hospital community work together, the magnitude of what we can accomplish is significant. A key component of this collective effort includes you, our hospital leaders, establishing relationships with your elected officials. This will be critical as we seek to secure the resources that allow you to fulfill your mission of providing quality, affordable and equitable healthcare for your patients.





Your Input Matters

Legislators need to know that hospitals and health systems are central to all healthcare policy discussions. Illinois' hospitals and health systems are:

1

A cornerstone of the community, providing quality, accessible and equitable healthcare services.

2

A strong economic engine and consistent source of employment, generating hundreds, even thousands, of jobs in the legislator's district.

3

Leading healthcare's transformation through innovation and by embracing an equity lens.

Illinois hospitals deliver on the promise of better health and providing lifesaving care for millions of patients each year. Yet their reach extends outside their four walls: Illinois' hospitals and health systems have a significant financial and economic impact on our state.

\$108.1b

Hospitals pump \$108.1 billion into state and local economies annually

202k

They are one of Illinois' top job creators, employing 202,000 Illinoisans

493k

They generate 493,000 direct and indirect jobs

\$7b

In community benefits across the state

Illinois hospitals are also working to enhance community and individual well-being, driving nearly **\$7 billion** in community benefits across the state through education, research, community involvement, and more. These innovative programs and partnerships are initiated and supported by hospitals to meet the unique needs of their communities.



IHA is Here to Support You Every Step of the Way

IHA seeks to ensure hospitals are equipped with the resources and tools needed to fulfill their mission and care for their community.

Forging a positive relationship with your elected officials is an often-forgotten but critically important step. This toolkit was created with that in mind.

We have developed resources to help you coordinate effective legislative visits.



As you prepare for your legislative visit, focus on the hospital community's advocacy priorities, including:

1
Adequate Medicaid reimbursement

2
Workforce development

3
Reining in problematic payer practices



Showcase Your Hospital

Highlighting the critical and irreplaceable services your hospital offers as a center of healing and hope is key to a successful legislative visit.



BE BOLD

Initiate discussions about your hospital's integral role in the community. Stress your strong commitment to providing quality patient care. Detail your contributions to overall community health and wellness.

Emphasize Your Value

Make sure to discuss essential programs and services. For example: Is your new mobile medical unit providing an important service in the surrounding community? Have you partnered with a local organization, community group or public health department to provide community programming?

Demonstrate to your legislator the human impact you have. Point to the valuable services you offer to improve health in the region. Talk about patient satisfaction, quality initiatives and programs designed to fulfill community needs.

Discuss the work of your nursing care committee. Discuss the work of your nursing care committee, and the way your committee is advancing meaningful change to quality and patient safety through the partnership and collaboration between direct care nurses and hospital administrators.

Highlight ways you are addressing health equity, and how these efforts benefit your patients and your organization.

Whatever you choose to emphasize, you want your elected official(s) to leave with an understanding of the wonderful work your hospital does both inside and outside its four walls. However, lawmakers also need to know what is at stake during this crucial time.

continued ►



Discuss Your Challenges and Concerns

A strong message to legislators will emphasize how critical it is to support adequate funding and invest in sound healthcare policy solutions that broaden healthcare access and improve the quality of care for all Illinoisans.

Illinois cannot be a strong state—and have a competitive economy—without a vital healthcare delivery system led by the Illinois hospital community. Each facility is an economic anchor and job creator. State investment in the healthcare system is an investment in Illinois residents' health and well-being.

Legislation that impacts hospitals and health systems' financial security will have implications beyond the hospital, including access to care, community services, jobs and the local economy.

Spend time connecting the dots between how services and programs are affected by insufficient funding and unfair and contentious payor practices, such as burdensome prior authorization hurdles and questionable white and brown bagging policies. Lack of sufficient funding for services rendered impacts a hospital's ability to offer competitive salary and benefits, to pay bonuses, or provide other incentives to their staff.





Meeting With Your Legislator

Legislators have demanding schedules, driven by the spring state legislative session in Springfield. **Mondays and Fridays from mid-January through February are often a good time to schedule a meeting.** During the months of March through May, in-district meetings become more difficult due to lawmakers' increased time in Springfield.

The following draft schedule reflects a 90 minute meeting featuring hospital leadership, board members and key staff.

—DRAFT AGENDA—

Welcome and Introductions (10 minutes)

The hospital CEO should kick off the meeting with a welcome and introductions. Of course, the legislator will appreciate the CEO expressing appreciation for his/her service to the state of Illinois – and for taking the time to meet with hospital leadership.

Hospital Overview (30 minutes)

Led by CEO, CFO, COO, CNO or other appropriate staff.

- ▶ **Use your hospital-specific data—including your individual economic impact report—to help you tell your story.** Use this information in conjunction with IHA's advocacy resources to send a unified message about the hospital community's need for increased state General Revenue Funds in the Medicaid program.
- ▶ **Highlight unique services and areas that may be impacted or eliminated due to insufficient reimbursement, contentious insurance payment practices or lack of necessary staff/workforce.** Inform legislators about any services and community outreach projects that are underway, including health equity initiatives. Touch on programs and services that may be delayed or discontinued due to workforce challenges or the economic environment.
- ▶ Consider utilizing video testimonials, photography or hospital-specific promotional materials to further engage the legislator(s) and highlight the important ways you are working in the community. **Draw attention to important projects.**

continued ▶



Discussion of Pertinent Issues (30-40 minutes)

Encourage presenters to lead a 3-5 minute discussion on their portion of the agenda, leaving time for follow-up questions or comments.

Suggested attendees and issues to discuss:

- ▶ **CFO:** Discuss Medicaid MCO and commercial payer practices. Provide examples of how inflation, rising costs, supply chain obstacles and other financial issues are negatively impacting programs and services.
- ▶ **CMO/or Risk Management:** Inform the legislator about the steps taken to support and educate your staff/team due to unprecedented workplace violence. Share scenarios and details as appropriate.
- ▶ **CNO:** Report on your commitment to implementing the Nurse Staffing Improvement Act. Share the work of your committee, changes made or obstacles addressed through the committee. Explain to legislators why nurse staffing ratio legislation is not a solution to address staffing concerns or shortages.
- ▶ **Hospital Board Chair:** Highlight community support and local issues.

Adjournment and Concluding Remarks (10 minutes)

The CEO should conclude by emphasizing the hospital's high-quality care, community outreach efforts, regional impact and any challenges facing the hospital—and again thanking the legislator for his/her support and for taking time to meet.

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For More Information

Contact Dave Gross at dgross@team-ih.org or 217-541-1161, or Nichole Magalis at nmagalis@team-ih.org or 217-541-1162, for questions or further assistance.

Planning Your Legislative Visit



- 1. Schedule** a visit when the CEO, executive leadership and board chair can be present for the entire conversation.
- 2. Invite** the legislator or legislative staff with a phone call or email to the legislative office.
- 3. Notify** hospital staff well in advance of the meeting that you would like them to participate in the visit. For example, your Nursing Care Committee Co-Chair. Providing ample advance notice will give them time to prepare remarks or resources for the meeting.
- 4. Identify** ways to showcase your hospital and give your legislator a personalized experience. This could include video, photography or hospital-specific promotional materials.
- 5. Prepare** a hospital fact sheet(s). Make sure to include your customized economic impact report, which can be found in the IHA C-Suite.
- 6. Familiarize** yourself with your legislator—review their biography, committee assignments, and legislative history. Contact Dave Gross, dgross@team-ih.org or 217-541-1161, or Nichole Magalis, nmagalis@team-ih.org or 217-541-1162, for questions or further assistance.
- 7. Hold** a pre-meeting or trial run prior to the meeting, to ensure your team is on the same page and any relevant technology is working.
- 8.** During the visit, **emphasize** to legislator(s) that:
 - a.** Your hospital is a trusted, reliable source for information on healthcare issues;
 - b.** Many employees, physicians, patients and volunteers work in and support your hospital;
 - c.** Your employees are skilled and dedicated to caring for their patients; and
 - d.** Your hospital makes significant contributions to the community above and beyond medical care.
- 9. Publicize** the meeting. Ask your PR team to cover the event. Work with the legislator's team to provide them with any photographs taken during your visit. Maximize website and social media postings, tagging the legislator when possible. Include an article highlighting the visit in the hospital newsletter and board reports.
- 10. Send** a personal note from the CEO thanking the legislator(s) for taking the time to participate. Enclose a copy of a hospital newsletter article or any media coverage.



Sample Invitation

Dear Honorable [Legislator]:

As a member of the Illinois House of Representatives/Illinois Senate, I know you consider many legislative proposals that impact hospitals and healthcare. From the state budget, to other measures impacting regulatory processes, workforce concerns, and post-pandemic recovery, the General Assembly will have important decisions to make during the spring legislative session.

As the [CEO/PRESIDENT] of [HOSPITAL] in [CITY OR COMMUNITY] and on behalf of our leadership team and the board of directors, I invite you to join us for a hospital visit. We welcome the opportunity to discuss our mission to serve the residents of your district, and our thoughts on important issues related to healthcare. We would also like to highlight some recent changes at our hospital that will improve the health and well-being of your constituents.

I will call your office in the coming days to discuss when your schedule would allow for an opportunity to learn more about our service to the community.

You are also welcome to contact me directly. My personal cell phone number is [XXX-XXX-XXXX].

We look forward to visiting with you.

Sincerely,

HOSPITAL PRESIDENT/CEO



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Sample Thank You Note

Dear Honorable [LEGISLATOR]:

Thank you for making time to meet with the team at [HOSPITAL]. It was a pleasure to [MEET YOU/SEE YOU AGAIN]. We greatly appreciate the time you took to discuss the issues and challenges important to our hospital and the healthcare community.

We also welcomed the opportunity to highlight some of the services and programs we offer your constituents, and to talk more about how we are improving the health and well-being of those living in your district.

Should you have any questions on legislation or health policy, please feel free to contact me directly. My personal cell phone number is [XXX-XXX-XXXX]. I would welcome the opportunity to connect in the future, as you consider various healthcare proposals during the legislative session.

On behalf of our entire team at [HOSPITAL], thank you for your service to our state. We greatly appreciate your support.

Sincerely,

HOSPITAL PRESIDENT/CEO



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Sample Press Release Template

State Senator/Representative [NAME] visits [HOSPITAL NAME]

(CITY LOCATION) - State Senator/Representative [NAME] visited with [HOSPITAL] administrators and staff on [DATE] to discuss pressing state policy and fiscal issues and highlight the hospital's healthcare priorities. [NAME OF LEGISLATOR] represents the [NUMBER] Senate/House District in the Illinois General Assembly, which includes [CITY OR COMMUNITY].

"I'm pleased that [REP./SEN. NAME] took the time to meet with our team and learn more about how we are working to improve the health and well-being of those living in the community," said [NAME], President and CEO of [HOSPITAL]. "We had a good discussion about [HIGHLIGHT PROGRAMS, SERVICES YOUR HOSPITAL IS PROVIDING THE COMMUNITY], and discussed pending legislation and policies of concern to the hospital and healthcare community."

During his/her visit, [REP./SEN. NAME] learned more about the many ways [HOSPITAL] serves [LEGISLATIVE DISTRICT #] residents, and discussed some of their current and anticipated challenges.

Optional: Quote from Senator/Representative

The visit allowed hospital leaders and board members to highlight community benefit programs provided by the hospital, ongoing COVID-19 response and vaccination, quality initiatives and improvements, workforce shortages, the need for additional hospital funding, and other critical healthcare concerns.

[REP./SEN. NAME] and other lawmakers will make important decisions during the 2023 spring legislative session regarding the state budget, health equity, healthcare worker safety and overall healthcare policy that will impact [HOSPITAL] and [CITY OR COMMUNITY].

The visit was coordinated by the Illinois Health and Hospital Association (IHA) as part of an effort to bring together hospital leaders and their legislators and help cultivate good working relationships.



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Legislative Visit Information

Hospital name and city: _____

Date of visit: _____

Names(s) of Senator(s) or Representative(s): _____

Name, title and preferred contact information of person who led the visit: _____

Activities:

- ☐ Met board chair/key management staff. Including:
- ☐ Met hospital employees. Including:
- ☐ Discussed need for appropriate and timely state payments and appropriate funding.
- ☐ Discussed workforce shortages, recruitment and retention challenges.
- ☐ Discussed Nurse Staffing by Acuity Act implementation, nurse staffing committee progress.
- ☐ Discussed COVID-19 recovery, continued challenges and successes.
- ☐ Discussed health equity initiatives, implicit bias, and cultural competency.
- ☐ Discussed quality improvement programs and patient safety.
- ☐ Discussed the critical need for a behavioral health safety net.
- ☐ Issued a press release.
- ☐ Sent a follow-up thank you communication.
- ☐ Other: _____

Comments from legislator(s) on priority issues: _____

Value of the legislative visit: _____

Suggestions for future visits: _____

**Please complete this page and email it to
Stacey Dunlap at sdunlap@team-ih.org.**



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