

# What we achieved together

Thank you for your membership in 2024. HANY is proud to support the inspiring work that New York's hospitals and health systems do daily to benefit every community across the state. Our advocacy efforts, educational programs and one-on-one assistance are all done with the goal of helping your organization. We look forward to serving you again in 2025.

## Financial advocacy successes for our members in 2024

Total fiscal relief for our membership: **\$3,732,363,200**

## Advocacy victories were critical in 2024

The impact figure above represents key financial victories that benefited our members.

- **Federal:** Preventing and eliminating Medicaid Disproportionate Share Hospital cuts, securing an improvement to the Medicare area wage index in many parts of the state, securing improvements to the Medicare rate update factor and extending the Medicare enhanced low-volume hospital adjustment.
- **State:** Structured supportive funding for eligible hospitals through the Medicaid Directed Payment Template and Vital Access Provider programs for rural and essential community providers and a one-time funding investment to nursing homes.

A comprehensive summary of advocacy accomplishments continues on the following pages.

## Collective education and member engagement made an impact in 2024

### Education

More than 6,800 individuals from HANY member organizations participated in over 225 educational programs.

### Active engagement

1,033 individuals served on 42 HANY-led member committees and task forces.

### Constant contact

HANY staff are connecting daily with our members to answer questions, provide resources and help navigate challenging issues.



## Advocacy

### State advocacy

HANYS' advocacy throughout the 2024 legislative session secured increased Medicaid investments for hospitals and nursing homes, maintained critical supportive funding for distressed hospitals and restored millions of dollars in proposed Medicaid cuts. Through the course of the legislative session and remainder of the year, HANYS reiterated the urgent need for further investments to ensure hospitals and nursing homes are stabilized now and in the long term.

HANYS' advocacy also helped secure the state's commitment to seek federal approval for a tax on managed care organizations to fund future healthcare investments. HANYS continues to urge the state to act quickly to secure CMS approval for the MCO tax and to use these dollars to close the chronic Medicaid payment gap for hospitals and nursing homes.

HANYS also supported the creation of the Safety Net Transformation Program, which aims to provide operating funds, capital support and regulatory flexibilities to encourage transformative partnerships between safety net hospitals and other providers.

Our advocacy to bolster the healthcare workforce, hold health insurers accountable and address medical liability concerns led to multiple victories. Easing the burden of the state's healthcare workforce crisis, New York's paid COVID-19 sick leave program was repealed, funding for workforce programs was expanded, and HANYS-supported legislation enabling healthcare professionals like physician assistants and radiologic technicians to practice at the top of their credentials passed both houses of the Legislature.

The provider reimbursement landscape was improved with the extension of telehealth payment parity and a new law requiring commercial insurers to pay for certain behavioral health services at or above the Medicaid rate. HANYS also gained ground in advancing legislation streamlining New York's prior authorization requirements. We will continue building on our progress in the 2025 session.

When enrollment in the state's Medical Indemnity Fund was suspended after the fund's estimated liabilities exceeded 80% of the fund's assets — the threshold at which DOH is required by state law to suspend MIF enrollment — HANYS' strong advocacy delivered additional state funding to reopen enrollment.

Unfortunately, the Legislature once again passed a bill that would expand the type of damages recoverable in a wrongful death lawsuit. We are grateful that Gov. Hochul heard our message, recognized the harm this legislation would cause, and vetoed this bill.

The Legislature also advanced legislation making the processes governing the proposed discontinuation of healthcare services and

facility closures more expansive and problematic. After advocacy by HANYS emphasizing the bill's dangers, the governor vetoed this measure.

### Federal advocacy

In Washington, HANYS advanced our legislative agenda in collaboration with the American Hospital Association and the bipartisan New York congressional delegation members.

Despite a divided Congress, HANYS kept the New York delegation unified in support of key hospital and health system priorities. We made progress toward delaying billions of dollars in impending Medicaid Disproportionate Share Hospital cuts, including through the advancement of bipartisan legislation and advocacy led by Rep. Yvette Clarke (D-Brooklyn). Our work has also resulted in stopping harmful site-neutral payment cuts and progress on extending telehealth flexibilities championed by Rep. Joe Morelle (D-Irondequoit). On the regulatory front, HANYS worked to secure much-needed federal funding for hospital and health system payment rates.

HANYS also made progress in addressing widespread challenges associated with Federal Emergency Management Agency public assistance funds. In partnership with the delegation, we made significant strides working with FEMA and the New York State Division of Homeland Security and Emergency Services to expedite the flow of funds to hospitals.

### Advocacy tools and campaigns

HANYS' 2024 report, *The Case for Change*, explores four drivers pushing New York state's healthcare delivery system to an existential cliff:

- healthcare demand is increasing and changing;
- the number and mix of healthcare workers cannot meet demand;
- health disparities persist; and
- the healthcare affordability crisis for all stakeholders is growing.

HANYS used *The Case for Change* throughout the year to engage our members and key influencers across the healthcare and policy landscape about the challenges facing New York's healthcare system and to spur productive discussions on potential solutions.

HANYS again released our annual *Economic and Community Benefit Reports*, which highlight the vital role New York state hospitals play in improving their communities and local economies.

HANYS also continued to produce our *Member Spotlight* series. These written profiles and accompanying videos highlight hospital and health system programs focused on research and innovation, community health and wellness, quality and operational excellence, and access to care.

In partnership with our allied associations, we released our third annual New York state hospital fiscal survey report, which raises

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awareness of the fiscal, workforce and payer challenges facing hospitals statewide and urges policymakers to continue to support New Yorkers' access to care.

HANYS provides our members with several online advocacy and policy tools. HANYS launched our Significant State Legislation Tool in 2024. We also continue to update our Federal Legislative Tracker, Litigation Tracker and State Regulatory Activity Tracker. Our Advocacy Resource Center provides members with a hub for essential state and federal information.

## Managed care and insurance

In 2024, HANYS continued to provide expertise, analytics and education to support members in navigating the complexities of the managed care landscape. We engaged members across the state and at all organizational levels to problem-solve and identify advocacy priorities.

HANYS continued our aggressive advocacy in 2024 on behalf of our members at the state and federal levels on issues related to commercial insurance products, Medicaid managed care and Medicare Advantage.

HANYS continues to engage with the New York State Department of Financial Services and the New York State Department of Health to address challenging health plan behavior and ensure proper oversight and enforcement of state laws and regulations governing insurers. HANYS advanced several managed care reform bills in 2024 aimed at strengthening hospitals' position in an increasingly aggressive payer landscape.

HANYS strongly and successfully advocated with DOH to issue a delay reason code for Medicaid claims that exceeded timely filing limits because of the Change Healthcare cyberattack.

HANYS created a new set of educational resources on our managed care webpage to assist members with their managed care work.

HANYS continues to convene the Managed Care Advisory Group, sharing updates with hospital members and gathering real-time information on payer relationships to help inform our advocacy. We have regularly updated members on managed care and insurance issues throughout the year.

Over the last several years, HANYS worked closely with Whatley Kallas, the lead counsel in a multi-district federal antitrust lawsuit brought by providers, to shape strategy and provide insight on BlueCard issues. Kallas recently announced a settlement with the Blue Cross Blue Shield Association and its affiliated plans that, if approved by the court, will provide critically needed and long overdue reforms to the BlueCard program. HANYS was honored to be a lead voice for the hospital industry in the court-ordered workgroup organized by the plaintiffs' counsel that met to work toward the reforms reflected in this settlement.

## Quality

The HANYS Quality Advocacy, Research and Innovation team's ongoing quality reporting advocacy resulted in CMS providing additional guidance regarding antimicrobial resistance requirements, thereby relieving potential financial penalties. Additionally, DOH removed COVID-19 patients from the Sepsis Data Reporting program, reducing the reporting burden.

To support our members in achieving their quality and patient safety program goals and complying with reporting requirements, HANYS sponsored numerous high-value educational programs through our Emerging Trends webinars. Topics included diagnostic accuracy, climate change, infection control and prevention, antibiotic stewardship and antimicrobial resistance, and caring for patients with neurodegenerative diseases.

## Contract and grant-funded programs

HANYS is a leader in data-driven quality improvement and community-building efforts. Funding from grants and contracts has enabled us to provide no-cost project management support, best practices, resources, tools and educational sessions presented by national and state subject matter experts. These programs have focused on reducing hospital harm and readmissions, improving the care of the aging and addressing health equity.

Over the past four years, HANYS has been a CMS contractor and administered the Eastern US Quality Improvement Collaborative. Our EQIC work stabilized performance improvement efforts during the pandemic and restored quality and patient safety practices, resulting in over 1,000 lives saved and total cost savings of \$110,400,000. This program ended in September 2024.

Our Advancing Healthcare Excellence and Inclusion collaborative equipped hospitals with tools and support to identify and address healthcare disparities. HANYS project managers engaged 40 hospitals from 18 health systems in 2024, and our AHEI virtual education, eLearning module and other resources were made available to all members. In addition, HANYS re-granted \$160,000 of our award to support community-based organizations in partnering with hospitals to address local health equity priorities. This program ended in December 2024.

HANYS' Age-Friendly Health Systems New York State Action Community provided monthly education, one-on-one technical assistance, peer support and access to nationally recognized faculty to more than 40 participating teams in 2024. With our support, 30 sites earned recognition from the Institute for Healthcare Improvement, bringing the total number of recognized sites in the state to over 300. HANYS re-granted more than \$176,000 as stipends to support the development of measurement tools and community partnerships and to address barriers to engaging in Age-Friendly initiatives.

In related work, HANYS sponsored a yearlong collaborative to support 24 members in seeking Geriatric Emergency Department Accreditation

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from the American College of Emergency Physicians. Participating EDs received virtual education, coaching, technical support and scholarships to support the implementation of care practices to better meet the needs of older adults in the ED.

## Professional development

HANYS' QARI team expanded its professional training offerings, providing a comprehensive suite of programs to enhance leadership skills, middle management competencies, infection control practices and quality improvement initiatives. Our virtual *Vital Skills for Effective Leadership* series attracted more than 450 participants. These results underscore the critical need for such training and HANYS' commitment to supporting healthcare organizations in achieving their goals.

The HANYS Community Health Task Force meets quarterly and continues to focus on issues related to the New York State *Prevention Agenda* to promote health equity and improve the health and well-being of all New Yorkers. HANYS also serves as a representative on the ad hoc committee tasked with organizing the upcoming phase of the *Prevention Agenda*, advocating for the requirements and interests of our members.



## Health equity

HANYS' Health Equity Forum and the Diversity, Equity and Inclusion Officers Workgroup are dedicated to systematically addressing and eliminating health disparities within New York communities.

In 2024, the Health Equity Forum's quarterly meetings offered a platform for sharing strategies and education on critical state and federal health equity topics, regulatory compliance and policy priorities. The DEI Officers Workgroup met monthly to foster collaboration, exchange best practices and resources, advocate for policies that promote diversity, equity and inclusion within their health systems, and develop effective recruitment and retention strategies.

As part of HANYS' ongoing effort to improve health equity and with support from The Milbank Foundation, HANYS awarded leadership development scholarships to four dynamic and emerging leaders.

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HANYS awarded its annual Community Health Improvement Award to recognize outstanding initiatives designed to improve the health and well-being of communities while demonstrating leadership, collaborating among diverse groups and achieving quantifiable results. HANYS' 2024 CHIA profile book, *Connecting with Communities*, highlights 16 community health improvement programs initiated by members across the state.



## Post-acute and continuing care

In 2024, HANYS was an active voice on nursing home minimum staffing requirements at both the state and federal level. We developed a dynamic nursing home facility-specific report that provides insight into staffing trends and offers regional comparisons. We were also persistent in our efforts to secure additional funding and prevent penalties so that nursing homes can build their frontline staff.

HANYS provided post-acute and continuing care members with education and resources on key clinical and operational issues. We hosted webinars on facility-specific assessments and survey readiness. We also created a checklist to support nursing homes through the submission of newly required infection control audit surveys.

HANYS continued to provide feedback on the state's Master Plan for Aging by participating in the Care Transitions and Navigation workgroup. HANYS collaborated with key stakeholders to develop recommendations to improve experience and outcomes as patients move between care settings. We also urged the DOH MPA team to build on the successes of Age-Friendly Health Systems and to address the chronic Medicaid reimbursement gap so that the healthcare system can better meet the needs of older adults in the years to come.



## Behavioral health

HANYS' Behavioral Health Task Force, comprised of behavioral health leaders from member organizations across the state, continued to play a key role in helping identify and guide HANYS' policy priorities. We provided regular updates and advocacy as members confronted an ongoing surge of comprehensive behavioral health policy changes. Comment letters this year responded to several proposed bills and advocacy needs affecting behavioral health services.

In addition, our task force and two workgroups provided valuable input into our advocacy work and educational webinars related to violence in healthcare settings.

HANYS, with the support of our task force, released a report highlighting the results from our 2022 data collection pilot demonstrating the scope of complex case discharge delays in New York state and hosted additional webinars on this critical issue. We continue to engage diverse stakeholders and advance strategic policy solutions with government leaders. Several recommendations are now being implemented or discussed.



## Workforce

HANYS is committed to strengthening the healthcare workforce. Our Statewide Human Resource Advisory Committee is a valuable forum for gathering member feedback to inform our advocacy efforts at the state and federal levels.

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We also convened a bi-monthly Chief Nursing Officer Forum this past year to bring together CNOs across the state to provide policy and regulatory updates, discuss relevant topics and share the work they are doing in their organizations with recruitment, retention, culture and virtual nursing. This forum allows nurse leaders to network and discuss challenges among peers.

In the fall, HANYS, in partnership with allied associations, surveyed our members to gather insights on the scope of practice and workforce flexibilities that would be most impactful. We also sought feedback on the impact of the Hospital Clinical Staffing Law (Public Health Law §2805-t). We used data from these surveys to guide our regulatory and legislative advocacy and continued our dialogue with state leaders about our members' efforts to make the Hospital Clinical Staffing Law a successful alternative to statutorily mandated ratios.

With generous support from the Mother Cabrini Health Foundation, HANYS provided six of our member nursing homes with funding to recruit, onboard, train and certify five new CNAs each. This funding opportunity increased the CNA workforce and helped offset the associated costs for our members.

## Legal and compliance

HANYS' legal department worked directly over the past year with general counsels, compliance officers and their teams to share information and guidance on legal concerns, risk management and other areas of common interest. One notable area of focus is governance. HANYS provided our annual education and training to member boards on their fiduciary responsibilities and oversight obligations.

HANYS hosted a quarterly Statewide Compliance Officers Council, providing updates on laws and regulations that may impact compliance-related policies, examining risk mitigation strategies and sharing best practices for effective compliance programs. The new "Ask a Fellow Compliance Officer" function allows member compliance officers to pose questions, share policies and check their thinking with colleagues across the state.

We continue to update the online HANYS Litigation Tracker to help members monitor the progress of critical litigation that impacts HANYS' advocacy and policy priorities. When necessary, HANYS files amicus briefs to support our members' interests.

## Health information technology

HANYS continues to bring together members, regulators and other healthcare leaders across New York to educate and advocate at the state and federal level for appropriate technology-related regulations, improve technology usage, streamline operations, enable peer networking and improve care.

We schedule educational events, peer groups and workgroups to assist with HIT strategy and day-to-day IT operations. HANYS offers regular educational sessions, workgroups and opportunities to network with peers. We also provide biweekly *HIT Update* email newsletters to highlight useful HIT-related news and regulatory changes and to notify members about our educational offerings.

Our HIT strategy workgroups include the HIT Strategy Group, Telehealth Workgroup, Epic EMR User Group and the HANYS/HAWCNY Privacy and Security Workgroup. Each workgroup includes regulatory updates and peer networking opportunities, while directing and advancing HANYS' state and federal HIT regulatory, legislative advocacy and educational agenda.

Our workgroups and other outreach guide our regulatory and educational activities in HIT, including in 2024:

- submitting a friend-of-the-court brief regarding HHS web tracker guidance and restrictions that have now been overturned;
- leading the New York eHealth Collaborative and regional Qualified Entities to provide integrated services, particularly with direct I-STOP integration to electronic medical records;
- taking guidance from telehealth and virtual care users to better advocate for the necessary state and federal regulations and legislative updates; and
- advocating successfully for DOH to improve proposed cybersecurity regulations that are more attainable and useful to our industry.

## Healthcare trustee education

As part of your HANYS membership, Healthcare Trustees of New York State provides education, tools and resources to help hospital leadership and trustee boards fulfill their fiduciary and local advisory responsibilities. Working closely with its board of governors, HTNYS supports trustees with the education needed to guide hospitals through complex issues.

Through our well-attended *Annual Trustee Conference*, email communications, monthly *Trends* newsletter, resources on our website and webinars, we continue to drive valuable content to the trustee membership. In 2024, HTNYS launched *Boardroom Essentials*, a new video education series that covers healthcare-specific issues through a governance lens. These videos can be viewed on demand at your convenience or during your board meetings. Plus, for the first time, *HANYS' Annual Membership Conference* featured a governance session for CEOs.

HTNYS supports HANYS' advocacy efforts by hosting virtual advocacy days each spring to lobby and bring the trustee voice to key state budget and legislative debates. Over the past year, trustees advocated for policies and funding to address the significant workforce issues impacting hospitals and health systems across the state. Trustees also engaged on a national level, participating in HANYS' federal lobby day in Washington, D.C.



## Emergency preparedness

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HANYS continued to address member concerns around the clock related to emergency preparedness in 2024. We served on New York's regional Healthcare Emergency Preparedness Coalitions and provide feedback to state and federal policymakers to inform guidance on planning, response and recovery from emergencies and disasters.

HANYS served on the State Emergency Medical Services Council, an advisory body to the commissioner of health in areas involving EMS. SEMSCO assists DOH in providing leadership and developing rules, regulations and guidelines for operating the state's EMS system. HANYS provided input into the DOH EMS Sustainability Technical Advisory Group that developed a comprehensive report on the challenges facing EMS and recommendations for improvement.

HANYS worked with state and federal officials and our partners at AHA to support members when hurricanes disrupted the supply of IV solutions.

## We are here for you

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HANYS uses our advocacy expertise and policy acumen to benefit every member across the state. We're here to partner with you and lead on the tough issues like governmental reimbursement, workforce shortages, leveling the playing field with commercial insurers and ensuring fairness in a highly competitive marketplace. We are working daily with your team on topics ranging from finance to behavioral health, regulatory challenges, quality improvement, virtual care and cybersecurity.

We love what we do and look forward to working with you in 2025, when HANYS will celebrate 100 years of serving New York's nonprofit and public hospitals and health systems.

Have any ideas for how we can support you further? Contact us today. We're here to help.

### Questions?

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