



GRASSROOTS & LEGISLATIVE ADVOCACY GUIDE

PHYSICIAN
HOSPITALS
OF AMERICA | **PHA+**

REFORMING HEALTHCARE
ONE HOSPITAL AT A TIME

GRASSROOTS & LEGISLATIVE ADVOCACY GUIDE

This handbook is intended to provide a “how to” guide for PHA members with basic information about who to contact, how to make contact, and why it is important to contact elected officials in Washington DC, develop relationships with these key individuals and influence the government policies that affect our hospitals and our patients.

Table of Contents:

What is Grassroots Advocacy & Why is it Important?	1	Scheduling/Conducting Hospital Tours	7
What You Can Do	2	The Legislative Process	8-9
Communicate with your legislators		Congressional Office Contacts	10
Educate your legislators		Preparing Your Physicians, Employees, Patients, & Vendors for Grassroots Advocacy	11
Counter incorrect information		Talking Points for Advocates	12
Become a contributing member of the PHA PAC		Sample Letter from Hospital to Physicians.....	13-14
Developing a Relationship with your Elected Officials....	3	Sample Letter from Physician to Congress	15
Contacting Your Elected Officials	4	Sample Letter from Hospital Employee to Congress ...	16
Meeting With Your Elected Officials	4	How to Encourage Patient Grassroots Advocacy.....	17
Scheduling a Visit with Your Elected Officials	5	Sample Letter from Hospital to Patient	18
Call for an appointment		Sample Letter from Patient to Congress	19
Be flexible with timing		Sample Letter from Hospital to Vendor	20
Prepare for the meeting		Sample Letter from Vendor to Congress	21
Show up early			
Get straight to the point			
Send a follow-up letter			
Email, Fax and Telephone Contact	6		

What is Grassroots Advocacy & Why is it Important?

Grassroots is the act of an individual or a group of individuals who take part in communicating ideas and opinions to government officials (Senators, Representatives and Agency personnel). Grassroots is simply a numbers game. A grassroots campaign is most effective when many individuals write letters (sent via fax and email) and place phone calls to their elected officials to express their interest in a particular piece of legislation or regulation. Individual constituent opinions are generally regarded as quite important to Members of Congress and other elected officials because it is you, the voter, who has the ultimate decision as to whether he or she should be re-elected to another term in office, or be removed and replaced with another candidate.

In order to strengthen PHA's presence and improve its influence, your participation is essential. Most individuals are usually quite surprised at how effective several hours of grassroots advocacy can be when they involve numerous people from their respective facilities. Fortunately, you will not be asked to do this alone. PHA will provide you with resources to assist in your efforts. When you are notified that action is necessary, PHA will provide you with talking points, samples of letters, pertinent contact information and analysis detailing the regulation/legislation PHA would like you to advocate for or against on its behalf.

Many individuals fear that their voices will not be heard. This simply is not true. The regulatory process depends upon citizen input to ensure that staffers and other bureaucrats implement the law in a manner that is beneficial. If you do not speak out, you can't be heard, it's that simple. Your elected officials are interested in your opinions and have legislative staff appointed specifically to hear and respond to your comments. You can have a big impact through your own grassroots efforts. Legislators rarely have the time to listen to lobbyists, but they do have the time to listen to the people they represent from home. By nurturing those relationships with legislators, staying in close contact and educating them, hospitals leaders, physicians, employees, and patients can ensure that our positions on issues are understood and that our legislators have the facts to be informed on a particular vote.

In addition, every time the Department of Health and Human Services (HHS) or the Centers for Medicare and Medicaid Services (CMS) proposes a Medicare or other healthcare regulation, all individuals are given the opportunity to comment on it. By law, these comments must be considered by regulators and do influence the outcome of the final language.



What You Can Do

Communicate with your legislators

Communicating with your elected officials is easy. Your legislators and their staff want to hear from you because you are a constituent and voter. At the same time, as a hospital leader, physician, employee or patient, you represent an organization that is vital to the well-being of thousands of people within their district. Your officials want to know how the issues affect you.

Educate your legislators

Lawmakers vote on legislation that is often highly complex and in high volumes, and they rarely have time to read every section of every bill. Therefore, they rely on educated staffers, trade association expertise and constituent contacts, such as you, to provide them with information on how certain pieces of legislation will affect their constituents – including communities, patients, employees, and physicians.

Counter incorrect information

There are many issues that each hospital currently faces, and the list of issues is growing larger by the day. Those who would harm physician hospitals have a strong voice, more money, and a much larger group to back them. It is absolutely necessary that you tell your message to your legislators consistently, concisely, clearly, and as often as possible. Direct communication with a legislator about their home district carries a tremendous amount of weight and is almost always more effective.

Become a Contributing Member of the PHA PAC

In the past two years, the American Hospital Association (AHA) and the Federation of American Hospitals (FAH) have spent huge amounts of money and countless hours in their attempts to permanently stifle our industry. For every dollar, PHA expends from its PAC, the AHA/FAH have spent 15 times that amount. This fact alone clarifies why it is extremely important to become a contributing member to the PHA Political Action Committee (PHA PAC). In order to have the most direct contact and the biggest impact on the political scene, physician hospitals must attend fundraisers and support politicians at campaign events. In politics, money equals access. The PHA PAC allows individuals supportive of the industry to join forces with peers and back candidates who champion the issues critical to physician hospitals. There is strength in unity and strength in numbers. We are asking that each physician owner of a hospital pledge \$500 per year to the PHA PAC. *Please refer to the PHA PAC Toolkit for details on how to contribute.*



Developing a Relationship with Your Elected Officials

PHA would like to assist each hospital's member to foster a working-relationship with their elected officials, and staffers of their Representatives and Senators. It is important that PHA that its members cultivate these relationships so that we have Members of Congress working to ensure that further legislation harming the physician owned hospital industry not be approved.

PHA and its lobbying staff will also assist in coordinating trips to Washington DC to meet with Congressional leaders, conference committee members, key committee staffers, and representatives of MedPAC and HHS. Of course, PHA hosts its DC Fly-Ins twice a year (usually in the Spring and Fall); however, we are happy to assist in organizing trips for your hospital's physician owners and staff other times during the year as well.

PHA encourages its members to learn as much as you can about the people who will be making these important decisions - find out facts about your Senators and Representatives! Learn about their backgrounds, including their careers prior to going to Congress, what issues interest them, and what they are working on for their constituents. You can easily access this information on your legislator's website. You can access your legislator's Internet homepages, other resources on Members of Congress, and information on legislation at the following websites:

<http://www.senate.gov/>

<http://www.house.gov/>

<http://thomas.loc.gov/>



Contacting Your Elected Officials

PHA will prompt you when it is important and timely to write to your legislators. Each respective hospital has been provided with a Congressional Directory which contains contact information for United States House and Senate Members, Congressional Committee Members and the Committee Leadership, the White House, Cabinet and selected agencies. In addition, each hospital is being provided with discussion points, sample letters, and other pertinent information that will be useful in assisting the hospital's message content. This will further ensure that all participants, whether in Texas, Pennsylvania, or California, are consistent with PHA's overall message.

Every hospital needs to encourage its physicians, employees, patients, and corporate vendors to write Letters to the Editor as well as contact their respective Congressmen/ Congresswomen and Senators. The rule of tonnage always

wins in politics. The strength of PHA lies in its numbers. Hospital employees, working as individuals, will form a collective group of thousands of people (i.e. votes) that elected officials and the media will not be able to ignore.

PHA's staff members follow-up on most constituent letters and will need to know who and how many people communicated on a particular matter. Please always send copies of your letters and information on the number of letters sent to the office of PHA at 5900 South Western Avenue, Suite 102, Sioux Falls, SD 57108.

While not all legislators will review your letters personally, their staff will read them and prepare replies. Staff analyze the mail and point out issues on which legislators can take action to please their constituents.

Meeting With Your Elected Officials

Representatives and Senators generally enjoy meeting with constituents to listen and discuss issues that are important to the voters. Taking the time out of your busy schedule to meet with your elected official sends a positive message to him or her and is a very effective way to start a relationship.

Don't be disappointed if you cannot set up a face-to-face meeting with the elected official for your initial meeting. Senators and Representatives are extremely busy people and do not have the time to meet with all of their constituents personally. If this happens to you, don't worry. You will be put in contact with and can meet with one of the Member's Legislative Assistants, usually their healthcare legislative assistant. These individuals are the legislator's principle advisors on specific issues ranging from healthcare to taxes.

Meeting with an assigned staffer is almost always as effective as meeting the actual Member.

Many individuals don't realize that they do not have to travel to Washington DC in order to meet with their elected officials. All Members travel to their respective states on regular intervals to conduct district-related work. This is an ideal time to meet with the Member and his or her staff at the District Office. This is also a great opportunity to invite them to take a tour of your facility.

To view a video on positioning views and meeting with your Elected Officials, please go to: <http://www.insidelobbying.com/video5.html>.

Scheduling a Visit With Your Elected Official

For a wonderful resource on Meeting with your Elected Officials, see www.insidelobbying.com.

Call for an appointment

The first step in setting up a visit with your elected official is to call for an appointment. When you contact the senator or representative, you will most likely get their scheduler. This is the time to explain who you are and what organization you represent. If you know anyone serving on the staff for that legislator, ask that person to set up a meeting.

Be flexible on timing

Remember that legislators are busy people and are always juggling multiple priorities at the same time. Be as flexible as you can with your time. Be sure to ask for the appropriate amount of time. If you only need 10 or 20 minutes of the senator or representative's time, please do not ask for more. And once you are in the meeting, be sure to stick to your time commitment.

Prepare for the meeting

When you meet with your legislator, be prepared. The more information you have, the better. This will help the Member, and his or her staff, make an educated decision. Make sure that the information is credible and can be substantiated and try to localize the message. Senators and Representatives tend to be much more receptive to issues and topics that concern their constituents. After you have presented your information and answered any questions as to why he or she should vote for/against a bill, politely try to get a commitment. It doesn't hurt to ask.

Show up early

If your legislator happens to be running ahead of schedule, this will allow you to possibly have more time to talk with your senator or representative.

Get straight to the point

During the meeting remember, brevity is a courtesy that can't be overstated. Because Members oftentimes meet with numerous individuals each day to discuss issues, time is a valuable commodity. If you are able to state your case in a concise manner, the Member and staff members will be more inclined to grant you a subsequent meeting.

Send a follow-up letter

After the meeting, write a "Thank You" note to the Member and phone the respective staff to express your appreciation for taking time out of their busy schedules to meet with you. This will give you

another opportunity to ask for or confirm any commitment you may have received. If you would like to meet with your elected official, let PHA know. PHA will assist you in setting up the meeting, and will supply you with any information that you may need to assist you in your efforts. After the meeting has taken place, report back to PHA and let us know how it went. Try to provide as much information as possible to ensure that if additional follow-up is needed, PHA can take care of it in an expeditious manner.



Email, Fax and Telephone Contact

PHA has provided you an effective tool to communicate with Congress via email. To use our online grassroots program simply visit the PHA website at www.physicianhospitals.org and click on the red box in the upper right corner of the home page that says “TAKE ACTION NOW.” Scroll down through the explanatory “Action Alert” and you’ll see a prepared advocacy letter. All you have to do is fill in your name and address and hit the “Send” button, and the letter will be sent to your Congressional officials. You can also edit the letter, if you want to take a few moments to add a personal touch.

You may also fax letters to your Senators and Representatives. You can obtain these fax numbers in your Congressional Directory, by contacting their offices

directly, through the Capitol switchboard at (202) 224-3121, or via the House and Senate directories found at <http://thomas.loc.gov/>.

Telephone calls can be especially effective when your legislator still has not decided on an issue or when PHA’s message must be delivered in a hurry. All legislators may be reached through the Capitol Hill switchboard: (202) 224-3121. You will not speak directly to your legislator, but staff members will take your message and report it to your representative. When calling, ask for your elected official’s “health aide,” be brief, know PHA’s position, and communicate precisely what you want the official to do. Congressional contact numbers are also available through the PHA website. These are updated daily with phone numbers and locations on Capitol Hill. Go to www.physicianhospitals.org and click on the red box in the upper right corner of the home page that says “TAKE ACTION NOW”. At the top you will see a link that says “Elected Officials.” Simply click on this link. You can either put in your zip code, or see a state’s full Congressional delegation. Once you click on a senator or representative’s name, you will see a contact tab. Under this tab, you will be able to find the elected officials phone, location, and often times an email address and web page.

How to Address Public Officials

The Honorable (full name)
United States Senate
Washington, D.C. 20510
Dear Senator (Surname)

The Honorable (full name)
U.S. House of Representatives
Washington, D.C. 20515
Dear Representative (Surname)

Scheduling/Conducting Hospital Tours

A tour of your hospital can be a very effective mode of communication. It will give your legislator, and/or his or her staff, time to familiarize themselves with what it is that you do to serve the community on a daily basis. This is also a great time to engage with your legislator to help build a stronger relationship than you will be able to achieve with a 15 minute meeting in their office, or via email or phone.

The purpose of the tool needs to remain informative. Even if your legislator opposes your position on the issues, this will give them a chance to become more receptive to your point of view. It is hard to be mad at someone that you have met in person and dined with.

Please refer to the PHA Legislative, Reception and Tour Toolkit for a full explanation on conducting a Legislative Reception, Fundraiser and Tour.

6 Step Process for Setting up a Hospital Tour

1. Identify the representative's scheduler.
2. Send a written invitation.
3. Be as flexible as possible.
4. Make the hospital visit attractive to your legislator.
5. Offer to drive them to your location.
6. Be persistent if you are not able to schedule the first time around.

8 Things to Think About

1. Prepare a fact sheet about your hospital. Include any important information such as number of employees, size of payroll, taxes paid, satellite locations, community services, awards, information on key people and interesting facts.
2. Arrange for a photographer. Be sure to take photos of the event and send them to PHA for inclusion in the PHA Pulse.
3. Determine if press will be allowed into your facility.
4. Notify your staff of the hospital tour date and time.
5. Prepare a holding room for your legislator and staff. Setting aside a place will allow them to make phone calls if they need to, or to just rest and relax for 10 minutes.
6. Set aside time for discussion. This can be done either at the beginning or the end. This will give you a chance to get the full attention of your legislator.
7. Pick your tour guides carefully.
8. Send follow-up letters. A follow-up letter will allow you to thank the legislator for making a visit to your hospital, and will also give the opportunity to reinforce the points made during your visit.

Once a tour is completed, please be sure to report this to PHA. This gives PHA an opportunity to track for future purposes.

The Legislative Process

Bill Introduction in House or Senate - The legislative process often begins when a Representative or Senator introduces a bill or resolution. The bill is numbered - “H.R.” signifies a House bill (e.g., H.R. 2590) and “S.” a Senate bill (e.g., S.1325). If a bill is introduced that would affect or interest PHA members, PHA will alert you and may call upon you to contact your legislators to communicate support, opposition, or recommend certain amendments.

Referral to Committee/Subcommittee - After being introduced, a bill is referred to a specific committee(s) with jurisdiction over the proposed legislation. The bill may then be further assigned to an even more specialized subcommittee. Due to the immense workload that Congress is confronted with, most of the deliberation and decision-making is done by subcommittees. This is where the true power lies and where PHA most often seeks to exert its influence through lobbying and grassroots advocacy. This can be an important time for constituent involvement. Legislators are not committed to specific language, and grassroots efforts help to communicate a constituent’s position.

Committee/Subcommittee Hearings - Committees and subcommittees may hold hearings on a bill. Hearings provide the opportunity to gather information about a topic or proposal and put on record the views of the Executive branch, experts, other public officials, and interest groups. Testimony can be given in person or submitted as a written statement. PHA frequently testifies and submits written statements on matters of interest.

Mark-up Session - When hearings are completed, the subcommittee typically will meet to “mark-up” the bill. During “mark-up” legislators will debate and vote

on amendments and literally mark up the bill. The subcommittee will then vote whether or not to report the bill to the full committee, where the process is largely repeated. Mark-up is an opportunity for PHA-supported amendments to be proposed and added to bills. As such, mark-up is a key time for PHA interaction with Congress. At this juncture, PHA may request that you contact specific legislators to communicate sentiment during committee/subcommittee mark-up.

Bill goes to House or Senate for a Vote - If the bill is approved by the committee, it then goes to the floor of the House or Senate for debate and a vote. After the debate and approval of any amendments, the bill is passed or defeated by the members voting. If the bill is approved by one body, it will be forwarded to the other legislative chamber where the process begins all over again. Shortly prior to floor debate and votes, PHA members may be asked to contact their Senators or Representative to urge them to vote a certain way.

Conference Committee - If the House version and the Senate version of a bill are not identical then a conference committee, consisting of Representatives and Senators from both parties, is convened. The conference committee works out the differences between the bills. Once a consensus is reached on the legislation, it is sent back to the House and Senate chambers for a final vote. Conference committee provides the last opportunity for provisions that are helpful or harmful to be added or struck from legislation. It therefore, is another point at which PHA may call on members to act.

On To the President - After Congress has approved a bill, it is sent to the White House for the President’s signature. The President may sign the bill, making it law, or veto the

bill, in which case it is sent back to the Congress where both chambers may attempt to override the veto by two-thirds vote, or allow the bill to die. If the President does not act on the bill within ten working days of receiving it, and Congress is in session, the bill automatically becomes law. If the President does not act within ten working days, and Congress is not in session, the bill is subject to a “pocket veto” and dies.

The Library of Congress maintains a user-friendly website called “THOMAS” that catalogues legislation. This website is a useful resource to obtain bill text and track legislation. You can access THOMAS at <http://THOMAS.LOC.GOV/>.



Congressional Office Contacts

Administrative Assistant/Chief of Staff: A senior staff person that reports directly to the Member of Congress. He or she usually has the responsibility of evaluating the political outcome of various legislative proposals and constituent requests. Some offices may have either an Administrative Assistant or a Chief of Staff or both. One may be resident in the Washington DC office and the other may be based in the state/district office.

Legislative Director (LD): A senior staff person who monitors the legislative schedule and makes recommendations regarding the pros and cons of particular issues. The LD may work with House or Senate leadership

on issues that are of a particular interest to the Member.

Legislative Assistant (LA): A mid-to-senior level staff person that tracks and analyzes legislation, attends Congressional hearings and briefings, meets with constituents and reports back to the Member. There are usually several LA's in each congressional office and each focuses on a specific portfolio of legislative issues.

District Office Staff: Mid-to-senior level staff that works in the Member's district office(s) in the state. These individuals oftentimes attend events in the district when the Member of Congress is in Washington DC. They also engage in community outreach activities and relay the concerns, questions, and sentiment of constituents to the Member and legislative staff in the Washington DC office.

Legislative Correspondent ("LC"): A mid-level staff person that drafts responses to constituent correspondence.

Scheduler: A staff person responsible for allocating a member's time among the demands that arise with Congressional responsibilities, staff requirements, and constituent requests. The schedulers may also be responsible for making travel arrangements, arranging speaking dates, visits to the district, etc. Many offices have a scheduler in both the Washington DC and in the state/district office.

Staff Assistant: An entry-level staff person that acts as a receptionist or office assistant in the Washington DC office or the district office. The staff assistant may also be responsible for "good will" correspondence.



Preparing Your Physicians, Employees, Patients & Vendors for Grassroots Advocacy

In this section, you will find the tools you need to make your physician owners and other interested/credentialed physicians, employees, patients, and vendors into industry advocates:

1. Talking points for physicians, employees, and patients.
2. A sample letter from hospital administration to physician owners.
3. A sample letter from physicians to members of Congress— an additional generic sample letter is also available online at www.physicianhospitals.org.
4. A sample letter from hospital employee to members of Congress – generic version also available at www.physicianhospitals.org.
5. Guide on How to Encourage Patient Grassroots Advocacy.
6. A sample letter from hospital administration to patients.
7. A sample letter from patients to members of Congress.
8. A sample letter from hospital administration to vendors.
9. A sample letter from vendors to members of Congress.



Talking Points on Legislation Affecting Your Physician-Owned Hospital

1. Patients will be displaced and be forced into other hospitals that may not have the capacity to absorb the new cases. This could delay care.
2. Limiting physician ownership of hospitals will reduce patients' choice in many communities for no reason other than the fear of competition and greed of many community hospitals.
3. The closure of these hospitals will have a huge economic impact by eliminating \$2.4 billion in total payroll, \$509 million in federal taxes, \$2.6 billion in trade payables, and will put 55,00 full- and part-time employees out of work.
4. Language previously considered on several bills in 2008 and 2009 is overly broad, affecting any hospital that has physician owners, including general community hospitals, rural facilities and specialized hospitals. It widens the debate far beyond anything that has taken place the last 6 or 7 years without any Congressional hearings to discuss if this expansion is needed or appropriate.
5. Not only would such language prevent any new physician owned hospitals from being built, it would halt all existing project currently under development, with a significant financial loss to investors. Currently there are 85 hospitals under development. On these hospitals, an estimated \$1,830,909,350 has been expended with \$574,358,090 still outstanding, ready to be spent. The additional of these 85 hospitals would also equate to an estimated 23,000 more jobs.
6. The previous so-called "grandfather" provision would force many physicians to sell off part of their investment in order to meet the new ownership standards. In many cases it will be hard to find buyers willing to pay market value for the investment. Also, the change in ownership may put physicians in violation of their financial obligations to lenders.
7. Existing hospitals would not be allowed to grow to meet community needs. The result of those limits is that the hospital would wither and die, affectively killing the entire sector.



<Date>

Dr. <Name>

Dear Dr. <Name>

Sample Letter
From Hospital to
Physicians

As a physician, you currently face a considerable threat to your right to own a hospital. Currently under debate is legislation that would virtually destroy your ability to continue your ownership in any hospital to which you refer patients and would have the effect of shutting down the entire physician hospital industry, including the approximate 200 existing physician hospitals, the 85 physician hospitals under development, including rural and inner city hospitals that doctors have purchased to prevent their closure. Patients would be displaced and would no longer have the right to choose where to seek treatment. The scope of these bills has the possibility of also negatively impacting hospital staff members.

There are several reasons why this legislation should not be passed:

1. Patients will be displaced and be forced into other hospitals that may not have the capacity to absorb the new cases. This could delay care.
2. Limiting physician ownership of hospitals will reduce patients' choice in many communities for no reason other than the fear of competition and greed of many community hospitals.
3. The closure of these hospitals will have a huge economic impact by eliminating \$2.4 billion in total payroll, \$509 million in federal taxes, \$2.6 billion in trade payables, and will put 55,000 full- and part-time employees out of work.
4. Language previously considered on several bills in 2008 and 2009 is overly broad, affecting any hospital that has physician owners, including general community hospitals, rural facilities and specialized hospitals. It widens the debate far beyond anything that has taken place the last 6 or 7 years without any Congressional hearings to discuss if this expansion is needed or appropriate.
5. Not only would such language prevent any new physician owned hospitals from being built, it would halt all existing project currently under development, with a significant financial loss to investors. Currently there are 85 hospitals under development. On these hospitals, an estimated \$1,830,909,350 has been expended with \$574,358,090 still outstanding, ready to be spent. The additional of these 85 hospitals would also equate to an estimated 23,000 more jobs.
6. The previous so-called "grandfather" provision would force many physicians to sell off part of their investment in order to meet the new ownership standards. In many cases it will be hard to find buyers willing to pay market value for the investment. Also, the change in ownership may put physicians in violation of their financial obligations to lenders.
7. Existing hospitals would not be allowed to grow to meet community needs. The result of those limits is that the hospital would wither and die, affectively killing the entire sector.

I am writing you, therefore, to ask you to do three things TODAY to oppose further legislation that will prevent from shutting down this hospital and your right to choose how you practice:

1. Contribute to the PHA Political Action Committee (PAC) fund. PHA uses the donations to support the legislators who will help us defeat bad legislation. Supporters of the anti-physician ownership legislation have millions of dollars to push their cause. The PHA PAC needs your contribution TODAY to make a significant difference. Please add your voice to the discussion regarding this type of legislation and its affect on our industry.
2. Call or email your elected officials and ask them to say no to any legislation that will harm the physician hospital industry. Physician Hospitals of America (PHA), of which this hospital is a member, has made it easy for you to e-mail a letter to Congress. Go to the PHA website at www.physicianhospitals.org and click on the red box in the upper right of the home page with says "Take Action Now." Scroll down through the explanatory "Action Alert" and you'll see a prepared advocacy letter. All you have to do is fill in your name and address and hit the "Send" button, and the letter will be sent to your Congressional officials. You can also edit the letter, if you want to take a few moments to add a personal touch.
3. Communicate with other potential advocates regarding this type of legislation and its effects. Contact your state and national medical association, medical specialty associations, and other interested parties and seek their assistance in challenging any legislation that will prevent physicians from owning hospitals.

4. Attend. Plan to attend the next PHA Fly-in, which gives you a chance to meet and discuss the issues with the U.S. Senators and Representatives. Go to www.physicianhospitals.org place your cursor over Events and click on DC Fly-ins for more information on the next PHA Washington DC Fly-in.

We need to show Congress that patients must have a right to choose their health care delivery system and that physician ownership leads to high quality, cost effective medicine and higher patient satisfaction. We need to make our voice loud and unified. We must take action NOW. What you do today will have an effect on the future of your medical practice and this hospital.

Sincerely,

Name
Title
Address

<Date>

The Honorable <Senator/Representative Name>
United States <Senate/House of Representatives>
Sent Via Facsimile
<Senator's/Representative's Fax Number>

Sample Letter
From Physician to
Congress

Dear <Senator/Representative Name>:

I am a <physician specialty> who practices at <Hospital Name> in <city>. I am writing to urge you to oppose language such as that previously offered by the House in the Children's Health Insurance Protection (CHIP) Act, and/or any other legislation that will prevent physicians from owning hospitals. Such legislation will harm patients, physician owned hospitals, hospital staff and employees, physicians like myself, and the communities we serve.

Our opponents have tried every trick in the book to destroy our hospital and keep us from fulfilling our mission to the community. There are several specific reasons why this legislation should not be passed:

1. Patients will be displaced and be forced into other hospitals that may not have the capacity to absorb the new cases. This could delay care.
2. Limiting physician ownership of hospitals will reduce patients' choice in many communities for no reason other than the fear of competition and greed of many community hospitals.
3. The closure of these hospitals will have a huge economic impact by eliminating \$2.4 billion in total payroll, \$509 million in federal taxes, \$2.6 billion in trade payables, and will put 55,000 full- and part-time employees out of work.
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7. Existing hospitals would not be allowed to grow to meet community needs. The result of those limits is that the hospital would wither and die, affectively killing the entire sector.

Legislation limiting physician ownership is bad for health care, bad for business, and bad for Medicare beneficiaries who receive care at the many physician-owned and operated hospitals throughout the country.

The <Hospital Name> was established to address the inefficiency physicians experienced at the non-profit general hospitals. While our general hospitals provide essential services to the community, and I still retain privileges at our community hospitals, they are not as efficient or cost effective as our hospital. <Hospital Name> was created to provide a safe, efficient and cost effective setting for patient care, and we have succeeded. I believe that a major part of our success is due to the fact that individual physicians are partners in the hospital. As investors and owners, we take pride in our hospital and have worked hard to make sure that costs remain low and the quality of patient care remains very high. It is our pride of ownership that has established the <Hospital Name> as a leader in quality care, patient satisfaction and patient safety in our community.

Please oppose any legislative proposal that would discriminate against physician owned hospitals. Please contact House and Senate leadership and ask them that any language outlawing physician ownership is not included in future bills. Let them know how much harm this provision or any other language affecting physician's rights to own hospitals would cause to medical services in your district. On behalf of other physicians, like myself, thank you for careful consideration of these views.

Sincerely,

Physician Name
Title
Address

<Date>

The Honorable <Senator/Representative Name>
United States <Senate/House of Representatives>
Sent Via Facsimile
<Senator's/Representative's Fax Number>

Sample Letter
From Hospital
Employee to
Congress

Dear <Senator/Representative Name>:

As a <Job Title> at <Hospital Name>, a physician owned hospital in <City and State>, I am writing to urge you to oppose language such as that previously offered by the House in the Children's Health Insurance Protection (CHIP) Act, and/or any other legislation that will prevent physicians from owning hospitals. Such legislation will harm patients, physician owned hospitals, hospital staff and employees, physicians like myself, and the communities we serve.

1. Patients will be displaced and be forced into other hospitals that may not have the capacity to absorb the new cases. This could delay care.
2. Limiting physician ownership of hospitals will reduce patients' choice in many communities for no reason other than the fear of competition and greed of many community hospitals.
3. The closure of these hospitals will have a huge economic impact by eliminating \$2.4 billion in total payroll, \$509 million in federal taxes, \$2.6 billion in trade payables, and will put 55,000 full- and part-time employees out of work.
4. Language previously considered on several bills in 2008 and 2009 is overly broad, affecting any hospital that has physician owners, including general community hospitals, rural facilities and specialized hospitals. It widens the debate far beyond anything that has taken place the last 6 or 7 years without any Congressional hearings to discuss if this expansion is needed or appropriate.
5. Not only would such language prevent any new physician owned hospitals from being built, it would halt all existing project currently under development, with a significant financial loss to investors. Currently there are 85 hospitals under development. On these hospitals, an estimated \$1,830,909,350 has been expended with \$574,358,090 still outstanding, ready to be spent. The additional of these 85 hospitals would also equate to an estimated 23,000 more jobs.
6. The previous so-called "grandfather" provision would force many physicians to sell off part of their investment in order to meet the new ownership standards. In many cases it will be hard to find buyers willing to pay market value for the investment. Also, the change in ownership may put physicians in violation of their financial obligations to lenders.
7. Existing hospitals would not be allowed to grow to meet community needs. The result of those limits is that the hospital would wither and die, affectively killing the entire sector.

Legislation limiting physician ownership is bad for health care, bad for business, and bad for Medicare beneficiaries who receive care at the many physician-owned and operated hospitals throughout the country.

Our hospital has established a standard of excellence for medical care in our community. For me, it is a very satisfying work environment because we have a very good nurse to patient ratio and I have developed a high level of expertise in my field because of our specialization.

Passage of any legislation that would discriminate against physician owned hospitals like ours would be a disservice to the patients in <City Name> and its surrounding communities, and to the staff who are employed at the <Hospital Name>. I ask that you work to defeat any legislation of this type and any other proposed laws that would harm physicians' ability to own and operate hospitals as well as our hospital's right to continue the high level of quality care, patient satisfaction and patient safety in our community.

Please oppose any legislative proposal that would discriminate against physician owned hospitals. Please contact House and Senate leadership and ask them that any language outlawing physician ownership is not included in future bills. Let them know how much harm this provision or any other language affecting physician's rights to own hospitals would cause to medical services in your district. On behalf of other employees, like myself, thank you for careful consideration of these views.

Sincerely,

Name
Title
Address

How To Encourage Patient Grassroots Advocacy...

1. Educate your hospital's physicians and staff on the current legislative challenge so that they can in turn speak with your patients who might have questions.
2. Prepare staff members, particularly in your recovery areas for the additional paperwork that will be going out to your patients.
3. Review and adjust the enclosed "letter to patients" and "sample letter from patient" to reflect the name of your hospital, your area, and other details. Also input the names of your Senators and Representatives into the "sample letter from patient to Congress." The names of all Senators and Representatives that you will be faxing the letter to may be included on one sample letter so that your patients do not need to sign more than one copy.
4. Send the "letter to patients", "patient guide" and "patient sample letter" home with your patients after they have been treated. These items can be included in the take home packet that you provide each patient (this packet would typically include post-care instructions, your patient satisfaction survey, etc.).
5. Also include a self-addressed pre-paid envelope so that your patients can return the sample letters to you.
6. Appoint a staff member to fax the sample letters



received from patients to your elected officials. Upon receipt of the completed and signed patient letters, the staff member should fax to Senators and your district's Representative, as well as all other Representatives in your state. Focus specifically on Democrat Members of Congress.

7. Keep track of all letters faxed to Washington DC, how many are sent and to whom, and send this information to PHA so that we can follow up.

Thank you for your efforts!

<HOSPITAL LOGO>

<Date>

Sample Letter From
Hospital to Patient

Dear <Hospital Name> Patron:

As a past patient of the <Hospital Name>, we felt that you should be aware of important legislation that would prevent physicians from owning hospitals, and in doing so will limit patient choice and access to some of the best hospitals in the country. This legislation proposes to limit competition in the healthcare marketplace by prohibiting hospitals, such as the <Hospital Name> from continuing to operate as we do today. Should legislation pass, we would no longer have the ability to own and operate this hospital as a cost-effective, quality choice for patients in this area.

The <Hospital Name> has been a contributing member of this community since the date of our inception in <year>. Since opening our doors, we have consistently provided some of the highest quality patient care at the most competitive prices available in today's healthcare market. The physicians who own and utilize this hospital have worked hard to make sure that the quality of care we offer remains very high. We hope that your experience at our hospital would lead you to agree that the <Hospital Name> offers a valuable, quality healthcare product and an important choice for patient care.

We are requesting your support for the <Hospital Name> in our desire to continue to keep our doors open. If you agree that our hospital has made a positive contribution to healthcare in <City Name> and surrounding areas, and if you were satisfied with your experience as a patient at our hospital, we ask that you assist us in one of two simple ways:

1. You may sign, fill out the name and address information, and return the attached letter in the enclosed pre-addressed stamped envelope or via facsimile to <FAX #>. Should you be compelled to add some personal thoughts regarding your experience at our facility, we would greatly appreciate that as well.
2. You may also visit www.physicianhospitals.org and click on the red box in the upper right hand corner of the home page, entitled TAKE ACTION NOW! Scroll down through the explanatory "Action Alert" and you'll see a prepared advocacy letter. Just fill in your name and contact information and hit the "Send" button and the letter will be emailed directly to your elected officials.

Again, your support in this matter is greatly appreciated. We want to continue to serve you and the citizens of <City Name> and surrounding communities by providing the highest quality patient care, delivered in the most convenient, pleasant and appropriate environment possible. Your response will assist us in this effort.

Thank you for your support,
<Physician/Medical Director Signature>

<Date>

Sample Letter From
Patient to Congress

The Honorable <Senator/Representative Names>
Sent Via Facsimile

Dear <Senator/Representative Names>:

I recently had a medical procedure performed at the <Name of Hospital>, a physician owned hospital in <City, State>. I was pleased with the wonderful care I received at this hospital and from its doctors, nurses and staff.

I am writing you, therefore, to ask you to say no to any legislation that will prevent physicians from owning and operating their own hospitals. Such legislation would harm the patients, such as myself, and communities served by physician owned hospitals like <Name of Hospital>.

1. Such legislation will reduce my right to choose a hospital that may provide higher quality care, lower cost and increased satisfaction of outcome.
2. Patients will be displaced and forced into other hospitals that may not have the capacity to absorb the new cases. This could delay my care.
3. The proposed prohibition against physician hospital ownership includes general community hospitals, specialized centers of excellence, and also rural and inner city hospitals that doctors have purchased to keep from closing. Patients need more competitive choices for health care – not less!

Legislation that will prevent physicians from owning hospitals is bad for health care and bad for Medicare beneficiaries and patients who receive medical care at the dozens of physician owned and operated hospitals throughout the country.

I ask that you work to defeat this type of legislation and any other proposed laws that would harm physician’s ability to own and operate hospitals. Physician owned hospitals are an important healthcare service, and the benefits they bring such as lower costs, lower complication rates and higher quality and patient satisfaction are too important to be stifled by the protectionist policies of traditional hospital special interest groups.

Sincerely,

Name _____

Address: _____

City, State Zip: _____

Additional Comments: _____

<HOSPITAL LOGO>

<Date>

Sample Letter From
Hospital to Vendor

Dear <Hospital Name> Vendor:

As a vendor of the <Hospital Name>, we felt that you should be aware of the important legislation that will prevent physicians from owning hospitals such as the language previously offered by the House in the Children's Health Insurance Protection (CHIP) Act and/or any other legislation that could greatly affect the healthcare choices available to patients in <State Name> and throughout the nation. This legislation proposes to limit competition in the healthcare marketplace by prohibiting hospitals, such as the <Hospital Name>, from continuing to operate as we do today. Should legislation pass, we would no longer have the ability to own and operate this hospital as a cost-effective, quality choice for patients in this area.

The <Hospital Name> has been a contributing member of this community since the date of our inception in <year>. Since opening our doors, we have consistently provided some of the highest quality patient care at the most competitive prices available in today's healthcare market. The <Hospital Name> has also established a relationship with your company, and would be significantly jeopardized should legislation be passed.

We are requesting your support for the <Hospital Name> in our desire to continue to keep our doors open and use your services. If you agree that our hospital has made a positive contribution to healthcare in <City Name> and surrounding areas, we ask that you assist us in one of two simple ways:

1. You may sign, fill out the name and address information, and return the attached letter in the enclosed pre-addressed stamped envelope or via facsimile to <FAX #>. Should you be compelled to add some personal thoughts regarding your experience at our facility, we would greatly appreciate that as well.
2. You may also visit www.physicianhospitals.org and click on the red box in the upper right hand corner of the home page, entitled TAKE ACTION NOW! Scroll down through the explanatory "Action Alert" and you'll see a prepared advocacy letter. Just fill in your name and contact information and hit the "Send" button and the letter will be emailed directly to your elected officials.

Again, your support in this matter is greatly appreciated. We want to continue to provide services to the citizens of <City Name> and surrounding communities by providing the highest quality patient care, delivered in the most convenient, pleasant and appropriate environment possible and can do that with your help. Your response will assist us in this effort.

Thank you for your support,
<Physician/Medical Director Signature>

<Date>

Sample Letter From
Vendor to Congress

The Honorable <Senator/Representative Names>
Sent Via Facsimile

Dear <Senator/Representative Names>:

I am writing to urge you to oppose legislation such as that previously offered by the House in the Children's Health Insurance Protection (SCHIP) Act, and/or any other legislation that will prevent physicians from owning hospitals. Such legislation will harm patients, hospitals, staff and employees of the hospitals, the communities they serve, as well as companies such as mine that provide services to these hospitals

I work for <Name of Company> and we provide services to <Name of Hospital>, a physician owned hospital in <City, State>. Because of the working relationship that we have with this hospital, we have witnessed first hand the positive impact they have had on quality patient care, efficiency and patient satisfaction in their market. It would truly be a disservice to the patients, the community and healthcare marketplace if hospitals such as this were harmed in any way by Congress.

There are several specific reasons why this legislation should not be passed:

1. Patients will be displaced and be forced into other hospitals that may not have the capacity to absorb the new cases. This could delay care.
2. The closure of these hospitals will have a huge economic impact by eliminating \$2.4 billion in total payroll, \$509 million in federal taxes, \$2.6 billion in trade payables, and will put 55,000 full- and part-time employees out of work.
3. Language previously considered on several bills in 2008 and 2009 is overly broad, affecting any hospital that has physician owners, including general community hospitals, rural facilities and specialized hospitals. It widens the debate far beyond anything that has taken place the last 6 or 7 years without any Congressional hearings to discuss if this expansion is needed or appropriate.
4. Not only would such language prevent any new physician owned hospitals from being built, it would halt all existing projects currently under development, with significant financial loss to the investors. Currently there are also 85 hospitals under development. On these hospitals, an estimated \$1,830,909,350 has been expended with \$574,358,090 still outstanding, ready to be spent. The addition of these 85 hospitals would also equate to an estimated 23,000 more jobs.
5. The previous so-called "grandfather" provision would force many physicians to sell off part of their investment in order to meet the new ownership standards. In many cases it will be hard to find buyers willing to pay market value for the investment. Also, the change in ownership may put physicians in violation of their financial obligations to lenders.
6. Existing hospitals would not be allowed to grow to meet community needs. The result of those limits is that the hospital would wither and die, affectively killing the entire sector.

Legislation that will prevent physicians from owning hospitals is bad for health care, bad for Medicare beneficiaries and patients who receive medical care at the dozens of physician owned and operated hospitals throughout the country, and bad for businesses that service these hospitals.

I ask that you work to defeat this type of legislation and any other proposed laws that would harm physician's ability to own and operate hospitals. Physician owned hospitals are an important healthcare service, and the benefits they bring such as lower costs, lower complication rates and higher quality and patient satisfaction are too important to be stifled.

Sincerely,

Name
Address
City, State, Zip



5900 South Western Ave, Ste 102

Sioux Falls, SD 57108

Phone: 605-275-5349; Fax: 605-731-2575

Email: info@physicianhospitals.org

Web: www.physicianhospitals.org