

"Hospital Strategy Plan"

Memorandum from Martha Rinker, issues manager, The Tobacco Institute, to Susan Stuntz, vice-president, Public Relations, The Tobacco Institute
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Identified in the Tobacco Industry Documents Library

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"This proposal is in response to the Joint Commission on the Accreditation of Healthcare Organizations (JCAH) requirement that hospitals enforce smoking bans for maintenance of their accreditation.

"The American Hospital Association (AHA) is planning to launch a public relations campaign around the new JCAH requirement using materials — apparently prepared some years ago -- that carry the slogan, 'Smoking and hospitals are a bad match.'

"The objective of our plan is to encourage the AHA to repeal its public relations campaign and to focus the AHA and the JCAH on the broader issue of IAQ [Indoor Air Quality]..."

"Goals and Tactics"

Strategy I: Argue that the AHA campaign seeks to divert attention from the serious IAQ situation in hospitals, which contributes to worker health problems and cross-infection problems.

Goals and Tactics:

- 1. Introduce the discussion of sick hospital buildings in HBI media tours. Focus attention on cities with AHA board members.***
- 2. Encourage IAQ experts to write and publish articles on hospital air quality. Assist in placing articles in hometown publications of AHA board members and of Members of Congress who sit on key health subcommittees.***
- 3. Encourage hospitals or hospital associations to join the Business Council on Indoor Air. BCIA is already considering asking hospitals to join as associate members. Many of BCIA's current members provide products or services to hospitals.***
- 4. Work through BCIA to encourage JCAH — or other appropriate rule-making bodies with which hospitals must comply — to adopt ASHRAE's indoor air quality standard.***
- 5. Encourage IAQ experts to debate hospital officials on the subject of indoor air quality in cities with AHA board members.***
- 6. Continue to offer IAQ technical assistance to hospital workers through the Labor Management Committee.***
- 7. Identify patients'-rights groups, such as the Public Citizen Health Research Group, that might be encouraged to join the debate in demanding higher quality indoor air in hospitals.***

Strategy II: Point out how the problem of cross-infections brought on by poor IAQ adds to hospital costs, which are already out of control.

Goals and Tactics:

- 1. Identify health-care economists and encourage them to write articles and op-eds on the impact of cross-infections on hospital costs* Assist in placing articles in publications serving hometowns of AHA board members and key Members serving on health-care subcommittees.***
- 2. Create an information packet on the issue of indoor air quality in hospitals and the impact of cross-infections on hospital costs for use by lobbyists to help offset new taxes earmarked for health-care services.***

Strategy III

Explore the liability of hospitals whose poor IAQ contributes to high rates of cross-infection.
Goals and Tactics:

Encourage health-care attorneys, who are in the process of being identified, to research and write papers on liability problems hospitals face in this area.

Distribute these papers to the trustees of liability insurance companies for state hospital associations. Also distribute these papers to appropriate patients'-rights groups."