



2019 – 2020

Strategic Plan

Our vision is of a society of healthy communities, where all individuals reach their highest potential for health.

Our mission is to advance the health of individuals and communities. The AHA leads, represents and serves hospitals, health systems and other related organizations that are accountable to the community and committed to health improvement.



Advancing Health in America

The change we are experiencing as a health care field is unprecedented.

Not only are significant developments taking place at the speed of light, it seems like change is coming at us from every direction. An unstable regulatory environment, an unpredictable federal budget, chronic disease, the move from volume to value, consumers' demand for convenience, and an acceleration of novel partnerships and new entrants into the field...the seemingly endless list can be overwhelming.

Rather than a challenge, we see it as an opportunity to create the next generation health care system.

Although it seems like change is happening TO us, in reality, hospitals and health systems have been working hard to reinvent ourselves to better meet the demands of our patients and communities. We are actively pursuing innovative new ways to deliver health care and keep patients healthy. Some examples include:

- Emerging delivery models with opportunities to help providers be successful in ensuring access to communities.
- Investing in advanced telehealth capabilities to provide care in rural and underserved areas.
- Artificial intelligence to support improvements in such areas as early detection of disease, patient communication, clinical decision-making and hospital command centers.
- Use of data analytics to address social determinants of health, and use of blockchain to enhance digital security and maximize the power of data.
- New workforce models to address care coordination, shortages, competency development and technology.
- Creative partnerships with diverse community groups.
- Strategies for behavioral health solutions and integration.

- Enhanced leadership strategies, capabilities and roles for both hospital leadership and boards.



We are taking a leadership role in determining our future, and will work strategically in new and different ways with a variety of stakeholders. Change happens fast and we have to be ahead of the curve.

Take, for example, our new **2019-2020 Strategic Plan**. We looked at our existing strategy, we took the current realities and trends into account, we conducted in-depth discussions with our members, and we developed environmental assumptions to improve our strategy – which you'll see on the following pages. Now we're amplifying our strategic vision to ensure that hospitals and health systems can take an active role in health care transformation.

Our strategy involves some shifts in the way we do business. Notably, we will provide increased value for our members through an Agenda for Innovation and Transformation focused on innovation capacity, public policy and field engagement.

Our goal is that this strategic plan will make your world easier to navigate. We know that understanding and improving your unique circumstances is critical to achieving our vision of a society of healthy communities, where all individuals reach their highest potential for health.

Thank you for your work to advance the health of America. We have a big year ahead of us, and I look forward to working together to achieve our shared goals.

Rick Pollack
President and CEO, AHA

Our Commitments

While health care is changing, our field will not waver from our enduring commitments. Hospitals and health systems are committed to these five elements that form the core of the AHA's vision of a society of healthy communities where all individuals reach their highest potential for health.

Hospitals and health care systems are committed to Advancing Health In America through:



Access: Access to affordable, equitable health, behavioral and social services



Health: Focus on holistic well-being in partnership with community resources



Innovation: Seamless care propelled by teams, technology, innovation and data



Affordability: The best care that adds value to lives



Individual As Partner:

Recognize the diversity of individuals and serve as partners in their health

Environmental Assumptions

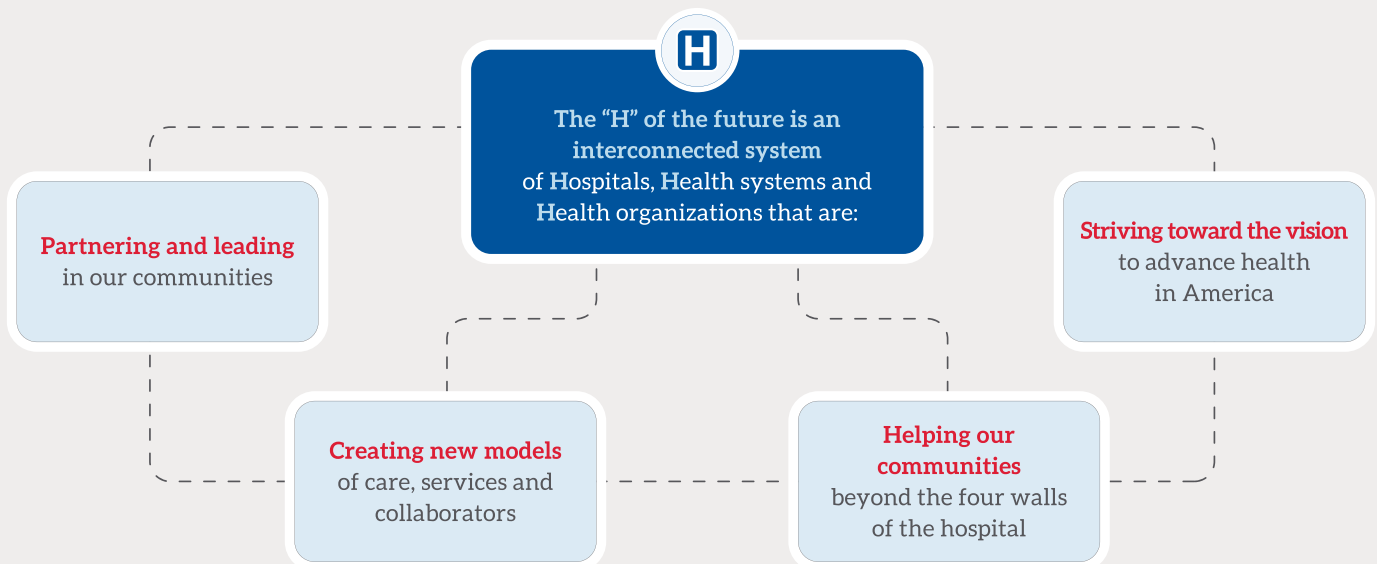
- The regulatory environment is uncertain
- Public funding is limited
- Cost pressures are intensifying
- A variety of stakeholders are seeking new innovations
- There is development of new business models, services, scale and scope
- Patients and families are demanding better value and shouldering more of the cost
- Disruptors are rapidly entering the market, offering new thought leadership and solutions
- There are population shifts, including an aging population, more millennials in the workforce and a rise in chronic diseases

“H” of the Future

The blue and white “H” sign, found on every highway and in every community across the country, serves as a beacon for every person who needs help. The hope and healing that this symbol evokes remain constant. But the underlying strategy for many hospitals and health systems is changing and they are transforming. Now is our time to redefine the “H” to meet the demands of today and tomorrow...in ways that best serve and address the health of individuals and communities.

Assumptions about the “H” of the future:

- Consumer-facing services offer ease, less friction, higher value and lower costs
- Much of the medical care will be offered through precision and personalized medicine, augmented by digital technologies, including telehealth and mobile health
- Health systems will include an array of primary, ambulatory and community-based services
- Acute care will be redefined to include tertiary/quaternary care, ICU, emergency departments and disaster response teams, improving efficiency across the continuum
- A mix of local, state and national systems that customize local service delivery according to the needs of their communities
- More realignment will occur to achieve scale and efficiency, and promote value
- Movement from episodic to continuous patient engagement will continue
- There will be continued focus on chronic illness and generational approaches to care
- Workforce supply will be key, but so will new models of care, team-based strategies and automation
- The move to value and greater affordability will drive new payment and delivery models, including new, unique and strategic partnerships



Priority Issues

The AHA strives to advance our commitments and fulfill our mission and vision by focusing on these essential issues.



Access and Coverage

Preserving access to health care through existing and alternative models and extending integrated behavioral health services to meet the needs of all individuals within the health care system. Partnering with stakeholders to ensure that the public can attain high-quality, coordinated care and that payment models keep pace with modern health care delivery. Ensuring adequate funding of federal health programs such as Medicare and Medicaid.

Advancing Clinical Care

Achieving high-reliability organizations by improving efficiency and outcomes that lead to positive measurable change for the better regarding equity of care, cost, patient outcomes and productivity. Aligning all stakeholders towards patient-centric performance improvement goals.



Delivery and Payment Reforms

Enhancing how health care is delivered and paid for, while ensuring adequate funding and resources for hospitals to do their jobs well. Promoting and facilitating adoption of successful models of redesign that provide patient care across all health care settings in a seamless manner.

Innovation Capacity

Ensuring a hospital's readiness for transformation, including the preparedness of employees, leadership, organizations and systems. Providing knowledge of emerging trends, developments in the field and the market intelligence necessary to meet hospitals' unique needs.



Affordability

Exploring the societal, systemic and operational factors influencing affordability and developing strategies to address the cost of care with specific focus on the ability of the consumer to afford health care services. Advancing affordability through an innovative, value-based lens.

Workforce and Leadership

Ensuring our most important resource – physicians, nurses, community health workers, volunteers and staff – meets the needs of individuals and communities through training and competencies, support of future workers, diversity at all levels and talent management. Exploring automation technology to supplement workforce needs.



Regulatory Relief

Reducing non-clinical regulatory requirements to allow providers to focus time, effort and resources on individuals and care delivery. Advancing proposals that ensure a level playing field among all organizations offering health care services.

High Performing Organization

Enhancing the 'One AHA' culture of respect, collaboration, diversity and inclusion. Optimizing information technology, data and communications to ensure an efficient, effective and coordinated environment that provides value to members.



AHA's Agenda for Innovation and Transformation

The diagram below describes how the AHA supports the field and advances our Agenda for Innovation and Transformation. Our realignment encourages fluidity between the areas of Public Policy, Innovation and Field Engagement so that all AHA team members may be involved. Our best-in-class operations will strengthen our efficiency and effectiveness, and amplify progress across all priority issues.

Public Policy: Advance advocacy, leadership and a long-term policy strategy

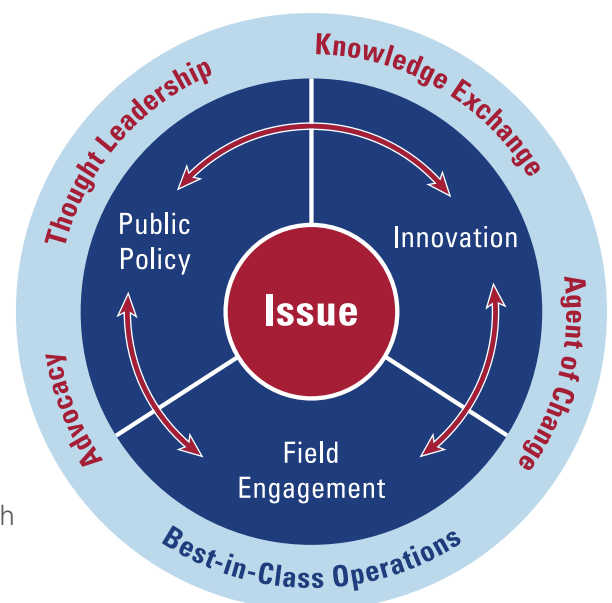
- Continue our strategies of grassroots mobilization of individuals, and community leaders action to amplify our voice through key media, sustained engagement with top policymakers, data-driven research and focused advertising
- Evolve our advocacy techniques to include more use of partnerships, coalitions and social media
- Enhance our efforts to target public health issues
- Strengthen our long-term policy strategy, addressing topics such as disruptors, sustainability of public programs, social determinants of health, rural, behavioral health, high-cost technologies, and employer-based model alternatives and workplace models

Field Engagement: Broaden field engagement

- Engage with other health care stakeholders
- Develop new methods of engagement, communication, data collection, community building and mobilization
- Maximize involvement beyond the C-suite to include AHA's professional membership groups to further advance priorities
- Advance next-generation convening, sharing and learning from peers and experts from outside the health care field

Innovation: Assist the field in accelerating transformation

- Through the newly formed AHA Center for Health Innovation, help members drive high-impact innovation and transformation in the context of their unique environments
- Deliver market intelligence, targeted education and high-impact products, tools and resources in a simplified and coordinated manner
- Provide applied research, data analytics and key insights to the field to enhance understanding of the health care environment, communities and populations, business models and advocacy positions
- Disseminate best and leading practices while also reimagining health care. Experiment and pilot new ideas with the aim of providing learnings to the field and solutions that will improve health



The AHA will provide value, guidance and forward-thinking solutions by using the strategies of:



Advocacy/Representation

Advancing field priorities in the halls of Congress, with the Administration, in the media, in the court of public opinion and beyond



Knowledge Exchange

Facilitating the exchange of information and best practices in a way in which participants can understand and apply the information



Agent of Change

Empowering people and supplying tools and information so they are able to enact widespread change in organizations, systems and communities



Thought Leadership

Highlighting thoughts, data or insights that are new or that do not yet have consensus

AHA Advancing Advocacy

AHA advocacy efforts center on providing a modernized public policy environment. Working with Congress, the administration, the courts, other agencies, member organizations and individual members, the AHA advances key issues facing hospitals and health systems such as:

- Protecting patient access to care and coverage
- Advancing health system transformation and innovation
- Enhancing affordability and value
- Accelerating quality and patient safety
- Promoting regulatory relief

The AHA has established the **AHA Center for Health Innovation** to provide the field with market intelligence, key insights and targeted education about innovation and transformation. For more, visit www.aha.org/center.



AHA CENTER FOR HEALTH
INNOVATION



Strategic Plan 2020 demonstrates our commitment to investing the time, energy and resources required to realize our vision. To meet the challenges facing the field, we have designed our plan to support us through clear and flexible strategies. Our promise to you – our members – is to regularly revisit and fine-tune our approach to make sure it maintains its value.

Brian Gragnolati
President and CEO, Atlantic Health System
2019 AHA Chair

In this era, we have to be comfortable taking risks. I encourage responsible risk taking, and the reality is that we're going to generate both successes and failures along the way. The lessons learned from the initiatives that did not go as planned can be just as valuable as the wins.

Nancy Howell Agee
President and CEO, Carilion Clinic
2019 Immediate Past Chair



We as a field have made the bold choice to tackle the tough issues and identify solutions with the goal of serving our patients and communities the very best way we can. This strategic plan provides the roadmap to ensure that as we evolve and partner with a variety of different stakeholders to create the next generation health care system, we never lose focus on the individual and his or her health care journey. Doing the right thing for the patient is the foundation for advancing health in America.

Maryjane Wurth
Executive Vice President and Chief Operating Officer, AHA





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December 2018