



Advancing Health in America

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.





“We are defining the ‘H’ in new ways as hospitals and health systems prepare for the future. However, what never changes is keeping our patients and communities at the heart of everything we do. This plan, developed with a lot of input from the field, provides clear strategic direction in navigating the changing landscape in a way that continues to advance our vision to ensure everyone reaches their highest potential for health – everyone.”

Eugene A. Woods
President and CEO, Carolinas HealthCare System
2017 AHA Chair



“During this time of evolution in health care, being agile and ready to embrace opportunities that present themselves to your organization is critical. This strategic plan provides guidance regarding the trends and changes that lie ahead and where we, the field, must move toward as we advance health in America.”

James H. Skogsbergh
President and CEO, Advocate Health Care
2017 AHA Immediate Past Chair

As health care continues to transform and change, the next few years will be filled with opportunities and challenges. The changes are amplified in light of a new presidential administration and shifts in legislative activity. **Relevant and forward-thinking strategies are necessary to navigate this environment.**

We know that hospitals and health systems are always striving to improve the care they provide to their patients and communities. We also know that there are many paths forward to advancing health in America. To help our members and the field with this journey, here is an overview of the American Hospital Association's strategic direction, based on the forces that impact us.

This plan is far from static, as each day brings new information from a changing political landscape, new technologies and regulatory shifts. Additionally, the health care field and our members provide new lessons and insights that are continually folded into our strategy.

This plan is our most current thinking on where we are and where we need to go to meet the needs of our patients and communities.

Take some time to explore this plan and reflect upon how your organization is addressing these issues in ways that best meet the needs of your community. Thank you for your efforts in advancing health in America.



Rick Pollack
President and CEO, AHA



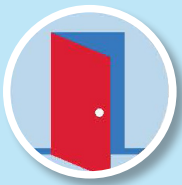
AHA Advancing Advocacy

AHA advocacy efforts center on providing a supportive and 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*
- *Advancing health system transformation*
- *Striving to sustain gains in health coverage*
- *Addressing affordability and value*
- *Enhancing quality and patient safety*
- *Promoting regulatory relief*

Our Commitments

Hospitals and health systems are committed to these five essential 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.



Access

Access to affordable, equitable health, behavioral and social services



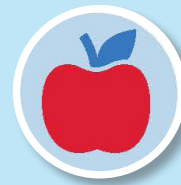
Value

The best care that adds value to lives



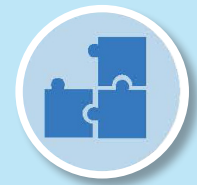
Partners

Embrace diversity of individuals and serve as partners in their health



Well-being

Focus on well-being and partnership with community resources



Coordination

Seamless care propelled by teams, technology, innovation and data

Driving Forces

Environmental forces significantly impact the work of hospitals, health systems and health organizations. The AHA and its members must recognize these shifts and trends when planning for the future. These changes influence how the field will pursue our commitments.

- ✓ **Affordability** - The rising cost of health care for individuals, the field, business and government
- ✓ **Coverage** - The need to preserve coverage and improve access to integrated, comprehensive behavioral health care
- ✓ **Consumerism** - The demand for convenient, transparent, customer-focused, personalized and cost-effective health services
- ✓ **New Technologies** - The development and implementation of technologies that reshape the patient-provider relationship, health data and the design of health care delivery
- ✓ **Payment for Value** - The transition from fee-for-service to value-based care
- ✓ **Chronic Care Management** - The treatment of chronic disease to improve overall health, reduce health care utilization and provide seamless care
- ✓ **Consolidation** - The increase in traditional and nontraditional partnerships to advance and achieve scale to meet the needs of patients and communities
- ✓ **Community Benefit** - The expansion of services inside and outside the walls of the hospital, collaborating with community organizations to address social determinants of health, and the associated development of new payment forms beyond uncompensated care

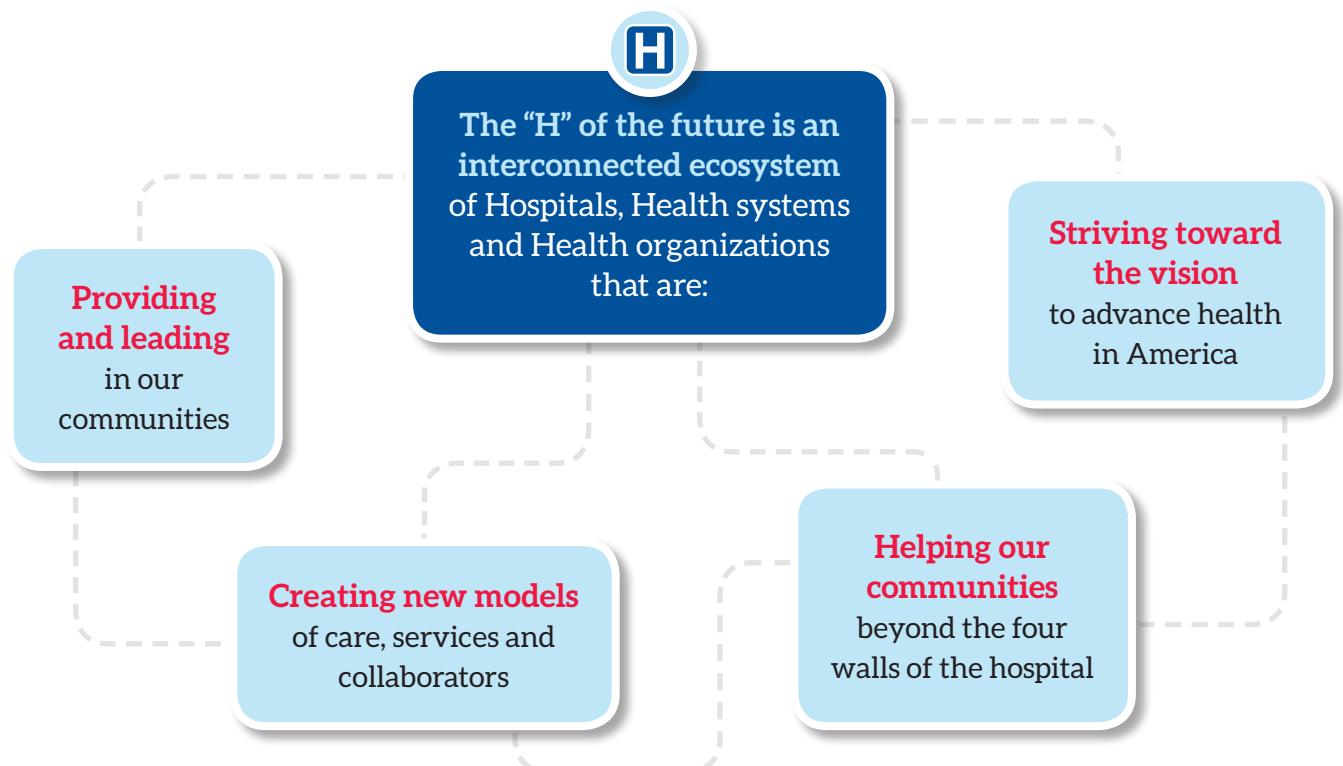
Defining the “H”

Hospitals and health systems are on the leading edge of transformation in health care as a result of changes taking place in science, information technology and care management.

The blue and white “H” sign, found on every highway and present in communities 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 direction and strategy of the hospital is changing. Defining the “H” in the future means moving from episodic to continuous patient engagement, and partnering with other organizations and the community to improve health more broadly. It means providing increased value to individuals, connecting with them in ways that make sense in the digital age, and coordinating and integrating care. It means recognizing that the scope of the “H” includes hospitals, health systems and health organizations.



Now is our time to redefine the “H” to meet the demands of today and tomorrow... in ways that best serve patients and communities as an access point and anchor of health care services.



Strategic Priorities

The AHA is addressing the environmental driving forces by advancing these essential issues, which further our commitments and foster the “H” of the future.

Advocating for 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.



Educate and partner with stakeholders regarding innovations in access to ensure that the public can attain high-quality, coordinated care and that payment models keep pace with modern health care delivery.

Payment and Delivery Reform

Enhancing how health care is delivered and paid for, while ensuring adequate resources for hospitals to do their jobs well.



Understand and support treatment of patients across all care settings, from wellness to long-term care and end-of-life care (seamlessness across all settings). Encourage, promote and facilitate adoption of successful models of redesign and transformation that provide sufficient funding and resources for hospitals.

Performance Improvement

Promoting high-reliability organizations by improving efficiency and outcomes that lead to positive, measurable change for the better regarding costs, patient outcomes and production.



All stakeholders are aligned toward patient-centric performance improvement goals.

Shaping the Future Workforce

Ensuring human capital – physicians, nurses, community health workers, volunteers and staff – meets the needs of individuals and communities through training, support of future workers and talent management.



Increase diversity at all levels of the workforce to reflect the community served, and offer forward-thinking workforce strategies and guidance to ensure the right competencies for high-quality patient care.

Telling the Story

Detailing the transformative work of hospitals and their benefit to the community through their work outside hospital walls.



Advance community outreach, population health and new models of care, while addressing social determinants of health to further demonstrate the critical value of the hospital to a community.

Fostering Advancements for Members and the Field

Just as hospitals and health systems are undergoing transformation, the AHA is also changing to meet the needs of our members and to proactively explore the trends of the future.

Working with our membership and other stakeholders, the AHA is focused on providing value, guidance and forward-thinking solutions through the key strategies of:



These pillars guide the implementation of our strategic priorities to:

- **Champion** regulatory reform, alleviating excessive and out-of-date burdens that prohibit innovation and collaboration between hospitals, physicians and other caregivers
- **Advocate** for funding, payment and care delivery reforms
- **Foster** dialogue on emerging policy issues and environmental trends
- **Expand** meaningful educational and networking opportunities
- **Offer** best-in-class tools, products and services to assist the field
- **Lead** data analytics and insights for the field and harness new technologies
- **Enhance** equity of care, quality and patient safety
- **Mobilize** members for a variety of issues that impact the future of the health care system
- **Raise** standards for the field and advance positive field reputation



“This strategic plan provides the AHA with a compelling path forward, proactively focusing on priority issues while allowing for a rapid and nimble response to the changing nature of health care and the evolving political landscape. Through collaboration, innovation and data-driven thinking, we are excited to work with hospitals, health organizations, government, business and communities to reimagine the health care ecosystem for the well-being of today’s population and future generations.”

Maryjane Wurth
Executive Vice President, AHA
President and CEO, Health Forum

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