

The American Hospital Association (AHA) is committed to advancing the health of individuals and communities across America. Throughout the country, the AHA leads, represents and serves hospitals, health systems and other related organizations that are committed to health improvement in order to achieve our vision: a society of healthy communities where all individuals reach their highest potential for health.

To address the ongoing, rapid transformation of health care, the AHA has established a Path Forward for hospitals and health systems, and their association.

As a field, hospitals are committed to:

- **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;
- **Wellbeing** – Focus on wellbeing and partnership with community resources; and
- **Coordination** – Seamless care propelled by teams, technology, innovation and data.

And as you transform health care delivery, the AHA also is changing to meet your needs. These changes are reflected in the association's streamlined **2017 Strategic Plan**, which details the commitments above, as well as the driving forces impacting the field, and outlines the AHA's strategic priorities and opportunities for the future. Specifically, the AHA is working with you to advance health in America through four key strategies of **advocacy and representation, thought leadership, knowledge exchange and agent of change.**

Please read on for more on the benefits of AHA membership or visit www.aha.org/value for more.

Advocacy and Representation



AHA President and CEO Rick Pollack (second from left) participates in a panel of health coalition leaders at a media briefing sponsored by the Campaign for Sustainable Rx Pricing. AHA is a member of the campaign's steering committee.

Through its daily, up to the minute advocacy efforts, the AHA seeks to ensure that the needs and concerns of patients and the nation's hospitals and health systems are heard and addressed by lawmakers and regulators, in the courts and in the media.

A Strong Voice for Hospitals and Health Systems. Every day, AHA staff take to Capitol Hill to tell the hospital story, working to educate Congress on key issues and the field's concerns. We also advocate with federal regulators, provide expert testimony, and highlight the impact proposed changes could have and suggest alternative solutions. In



From left: AHA President & CEO Rick Pollack; AHA Chair-elect Nancy Howell Agee, president & CEO of Carilion Clinic; AHA Immediate Past Chairman Jim Skogsbergh, president & CEO of Advocate Health Care; and AHA Chairman Eugene A. Woods, president & CEO of Carolinas HealthCare System.

addition, the AHA provides resources to help you better tell your story to your elected officials through our grassroots alerts, alliances, briefings and toolkits.

An essential element of our advocacy is our strong partnership with state, regional and metropolitan hospital associations. By working together, we present a strong, unified voice for patients and hospitals, amplifying our message in Washington and capitol buildings across the country.

Grassroots Advocacy. AHA regularly alerts members to tell their stories and share the impact of potential legislative or regulatory changes on their hospitals, patients and community.

In addition, at critical flashpoints throughout the year, we convene members in Washington, D.C., to take the field's message directly to their legislators on Capitol Hill. These Advocacy Days provide opportunities for legislators and their staffs to hear firsthand the real-world impact of proposals under consideration. They also help hospital and health system leaders build and nurture these valuable relationships. In addition, AHA sponsors briefings throughout the year for congressional staff on hospital issues.



AHA Members gather in Washington, D.C., for an Advocacy Day.

Advocacy Alliances. Our alliances provide members with another way for hospital and health system leaders to engage legislators on the specific issue or issues that have a direct impact on their ability to continue providing quality health care services in their communities. Activities include special briefings and emails to keep members up to date on key developments, special breakout sessions at Advocacy Days, direct member outreach and other issue-specific resources. Current alliances focus on rural health care, the 340B Drug Pricing Program, graduate medical education and coordinated care.

The Coalition to Protect America's Health Care. The Coalition, of which AHA is a founding member, is a recognized leader in digital advocacy. Through social and digital media, it has created a community of close to 1.4 million individuals who advocate directly with Congress on behalf of patients and hospitals. See below for some of the Coalition's more notable highlights. For more, visit www.protecthealthcare.org.

The Coalition to Protect America's Health Care – IN NUMBERS

1.4 Million Supporters mobilized through digital media and traditional advertising

800,000 contacts with members of Congress during legislative battles

1.9 Billion Views of Coalition ads online

Honored for best Digital Campaign in Advocacy from Modern Healthcare's Healthcare Marketing IMPACT Awards for two years running

1.7 Million People reached by the Coalition each month on social media alone

Support the Coalition
www.protecthealthcare.org

Facebook: [protectcare](https://www.facebook.com/protectcare) | Twitter: [@protectcare](https://twitter.com/protectcare) | YouTube: [Protect Healthcare TV](https://www.youtube.com/channel/UCqWz8v8v8v8v8v8v8v8v8v8)

COALITION TO PROTECT AMERICA'S HEALTH CARE



AHAPAC. The AHA Political Action Committee (AHAPAC) allows eligible hospital leaders to make voluntary donations toward the support of federal candidates of both political parties who support the hospital policy agenda. AHAPAC is bipartisan, working with state hospital associations and others. AHAPAC raised more than \$4 million for the 2016 elections, making more than 1,000 different contributions.

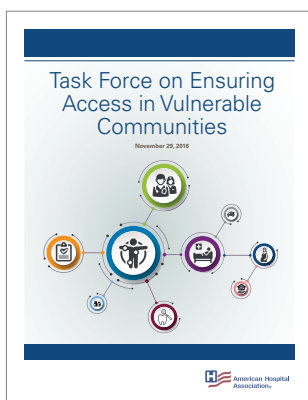
Governance and Policy-making. Through participation in our formal governance groups – such as the Board of Trustees, Regional Policy Boards, Governing Councils and committees – and various strategic leadership groups, members play an active role in shaping the association and its policies – ensuring the patient voice is heard at every turn. In addition, throughout the year, AHA convenes special membership groups in person, via webinar or phone to provide input on legislative and regulatory proposals to inform our strategy. For more on how to be involved, visit www.aha.org/value.

Telling the Hospital Story. As the national voice for hospitals and health systems, AHA uses a wide range of strategies to share how hospitals are helping their communities. In national and local news, social media, print, television and radio, AHA advocates for members and the patients they serve. AHA also equips members with tools and strategies to help respond to media inquiries on difficult and challenging issues. In addition, through innovative digital campaigns like “My Hospital: Advancing Health in America” (www.advancinghealthinamerica.org), we’re sharing the field’s message directly alongside patients and caregivers.

#MyHospital What does your hospital give to your community?

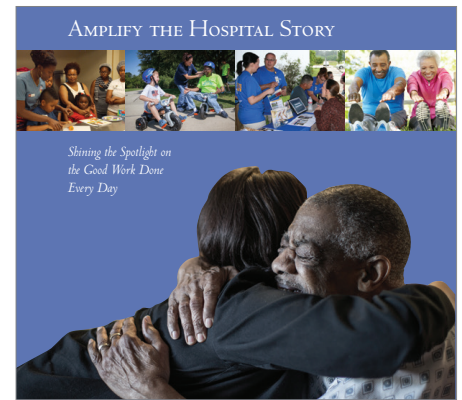
Thought Leadership

AHA works to raise the standards of hospitals and health systems across the nation, as well as foster dialogue on emerging policy issues and environmental trends that are critical to health care. We also provide a strong leadership voice and strive to be a positive steward of the hospital legacy of hope and healing.



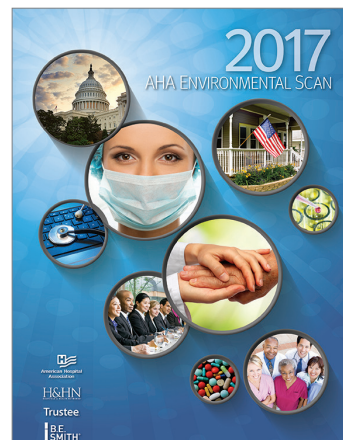
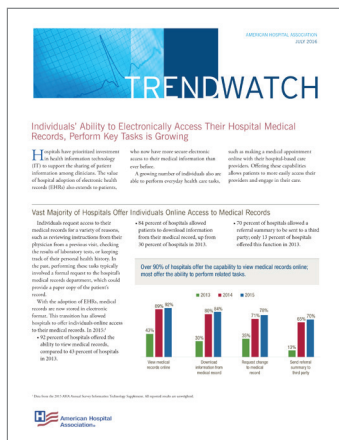
Ensuring Access to Care in Vulnerable Communities. As communities grapple with the challenge of maintaining access to health care services, it will be necessary for payers and health care providers to work together to develop alternative payment and delivery strategies that support the preservation of health care services for Americans living in vulnerable communities. Recognizing this, the AHA Board of Trustees created a 29-member Task Force on Ensuring Access in Vulnerable Communities, which has produced a report offering nine innovative ways to preserve access to essential health services in vulnerable rural and urban communities. Strategies range from integrating rural hospitals with health clinics in the community to using technology to provide 24/7 care in isolated areas. For more information, please visit www.aha.org/advocacy-issues/accesscoverage.

Advancing Health in America Toolkit. To help hospitals and health systems explain how health care is changing, AHA has developed a toolkit to help engage the community and share their story. The toolkit includes: a sample infographic; sample social media content (e.g., blog post ideas, Facebook, Twitter and Instagram posts); and a sample op-ed members can use to inform patients, the media and policy makers about how their organization is redefining what it means to be a hospital in this new era of health care transformation. In addition, the toolkit contains tips on how hospitals and health systems can communicate with their communities about these changes along with case examples highlighting innovative ways hospitals and health systems are reaching out to their communities.



Special Reports and Analyses. Throughout the year, AHA offers in-depth analyses of burning policy topics and health care trends through our reports and issue briefs.

AHA's Committee on Research and Committee on Performance Improvement shape the association's



research agenda and provide cutting-edge ways to raise the bar for performance. Their latest joint report looks at care and payment models to achieve the Triple Aim.

The annual Environmental Scan examines the critical issues, emerging trends and market forces that have a high probability of affecting the health care field.

In addition, our advisory messages and updates help members understand the impact regulations and legislation will have on their patients and organizations now and in the future.

Trustee Services. As a result of extensive study and feedback from the field, the AHA has re-focused its trustee education efforts on the emerging challenges in the health care field, as well as the good governance practices crucial to success and advancing health in every community in America. New trustee-focused services include “Trustee Insights,” a quarterly update and multi-media package that contains not only briefs on some of the hottest topics in health care, but webinar and video content that can be used for boardroom education and discussion. Updated resources also are available at trustees.aha.org. This website pulls together resources from across AHA and includes tools and resources for good governance practices and thought leadership on what it means to be a high-performing board. It also is home to a rich resource repository of webinars for in-boardroom education, as well as links to AHA's major education events and trustee tracks.



Knowledge Exchange

AHA has its finger on the pulse of health care and is constantly sharing the latest information and best practices around the topics and trends that impact hospitals and health systems most, whether via calls/webinars, new resources or case studies. Below are just a few examples of topics focused on recently.



Behavioral Health. AHA promotes and supports field leadership, in part by highlighting best practices on the integration of behavioral and physical health, as well as best practices on how hospitals and health systems are dealing with the opioid crisis. AHA is working to create greater public awareness by collaborating with key behavioral health stakeholders to reduce stigma, convening community conversations and developing tools to strengthen effective community partnerships. In 2016, AHA sponsored a dozen webinars showcasing behavioral health best practices from AHA members and 10 webinars showcasing members’ best practices for addressing the opioid crisis. For more, visit www.aha.org/behavioralhealth.

Population Health. AHA is at the forefront of promoting population health and community partnerships in order to improve the health of communities. AHA has produced several guides around the issues of community health needs assessments and effective hospital-community partnerships, collaborating with other leaders in the field, including the Robert Wood Johnson Foundation, the Patient-Centered Outcomes Research Institute and the Public Health Foundation. Ongoing AHA guides and webinars highlight successful initiatives and trends throughout the nation that are helping to produce real gains in community health status, including case studies, reports and toolkits. For more information, visit www.hpoe.org.



Mitigating Violence. Violence is a serious public health and safety issue for many communities and hospitals across the U.S. Since the victims of violence typically arrive at hospitals’ doorsteps, it makes sense as part of a population health approach to delivering care to try and address violence issues before they result in injuries or harm. AHA has launched the “Hospitals Against Violence” initiative, which focuses on addressing violence within hospitals’ walls but also addressing violence in our communities. Strategies include fostering hospitals’ and health systems’ efforts to combat violence in their communities and facilities by facilitating conversations and learnings about best practices, coordinating useful resources from hospitals and other authorities, and highlighting hospitals’ collaborative efforts with community organizations, law enforcement and other strategic partners that produce positive results. Our webpage, www.aha.org/violence, offers links and resources, while a new webinar series connects members with emerging practices.



Cybersecurity. Perhaps no issue is more pressing for today’s CEOs than cyber threats and the disruption they can cause. We have partnered with the U.S. Federal Bureau of Investigation and other federal partners to bring actionable information about cyber threats to hospitals via cybersecurity alerts and advisories and have developed a host of resources for hospital leaders and trustees, available at www.aha.org/cybersecurity.



Confused about MACRA? Our MACRA Minutes videos can help. GO TO www.aha.org/MACRA

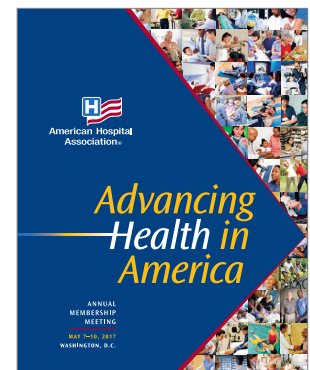
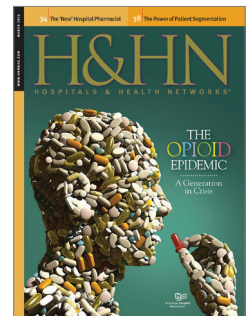


Medicare Physician Payment Reform. AHA is working on multiple fronts to help the field prepare for the policy and operational implications of the new Medicare physician payment system created by the Medicare Access and CHIP Reauthorization Act (MACRA) of 2015. Our comprehensive resources include issue briefs, webinars and PowerPoint slides, as well as a video series suitable for board and physician education, infographics, detailed advisories and links to additional educational materials. For more, visit www.aha.org/MACRA.

Disseminating Ideas. AHA keeps members and the greater health care community in the know through its daily news and analysis email, *AHA Today*. In addition, publications like *Hospitals & Health Networks*, *Trustee* and *Health Facilities Management* deliver vital and timely information on a monthly basis.

Educational webinars, Town Hall webcasts and other programs offer cutting-edge insights. Executive leadership meetings, attended annually by thousands of health care leaders, include the AHA Annual Membership Meeting, Health Forum/AHA Leadership Summit and Rural Health Care Leadership Conference.

Our Signature Learning Series educational programs provide free, in-depth information and practical examples of successful solutions for the evolving health care landscape.




HealthCareerCenter.com™
brought to you by the American Hospital Association

HealthCareerCenter.com connects employers and top talent in all disciplines through its online job board network.

In addition, AHA's American Organization of Nurse Executives and Physician Leadership Forum look for ways hospitals and clinicians can engage and partner to advance excellence in patient care.

Agent of Change

AHA is focused on transforming health and health care to fulfill our vision of a society of healthy communities where all individuals reach their highest potential for health. That means fostering leadership diversity, building innovative multi-sector partnerships, mobilizing members for performance improvement and offering “best-in-class” tools, products and services.

Advancing Diversity and Eliminating Disparities. AHA is committed to accelerating progress on advancing diversity and inclusion and eliminating disparities in health and health care. More than 1,300 hospitals and health systems have signed the AHA's #123forEquity pledge and more than 40 national and local



From left, Richard D. Cordova, president emeritus, Children's Hospital Los Angeles; Thomas F. Zenty III, CEO, University Hospitals, Cleveland; and Carolyn P. Caldwell, president and CEO, Desert Regional Medical Center, Palm Springs, Calif., spoke about diversity and health equity at the Institute for Diversity in Health Management's national conference.

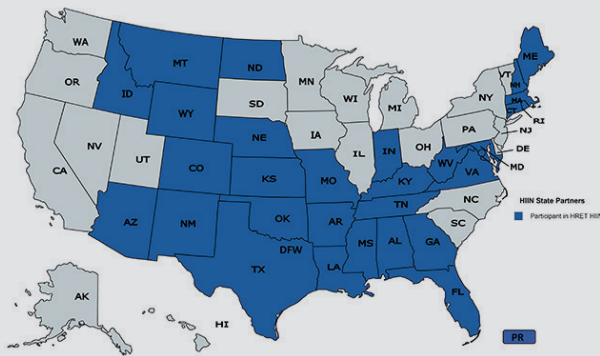
organizations have endorsed it. Working with its Institute for Diversity in Health Management and other affiliates and partners, AHA has developed and shared with members a number of resources to help organizations on their health equity journey. A new alliance with the National Urban League underscores our efforts to connect hospital and health system CEOs with local Urban League leaders interested in opportunities to serve on governing boards at hospitals and health systems. This alliance also will develop resources for the field, share best practices and promote shared policy solutions to persistent challenges that affect the health of vulnerable communities. Visit www.equityofcare.org to learn more.

Driving Performance Improvement. From September 2015 to September 2016, AHA's Health Research & Educational Trust (HRET) led the country's largest Hospital Engagement Network (HEN). The AHA/HRET HEN, part of the national Partnership for Patients initiative, included more than 1,500 hospitals across 34 states/territories, pledging to improve quality in 11 core topic areas. Accomplishments included:



- Prevented nearly 34,000 patient safety incidents
- Saved nearly \$300 million in associated health care costs
- Reduced early elective deliveries by 44%, post-operative venous thromboembolisms by 34% and surgical site infections by 21%
- Ranked highest amongst 17 HENs based on Reporting, Achievement and Improvement Summary score from a national contract evaluator

HRET Hospital Improvement Innovation Network



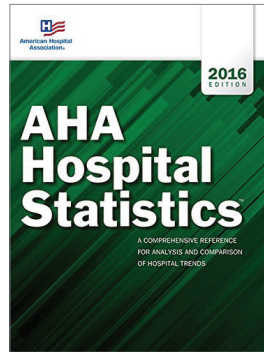
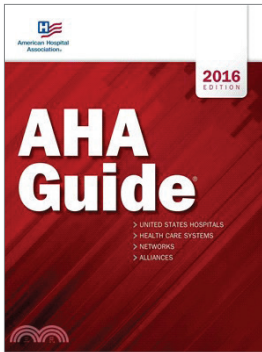
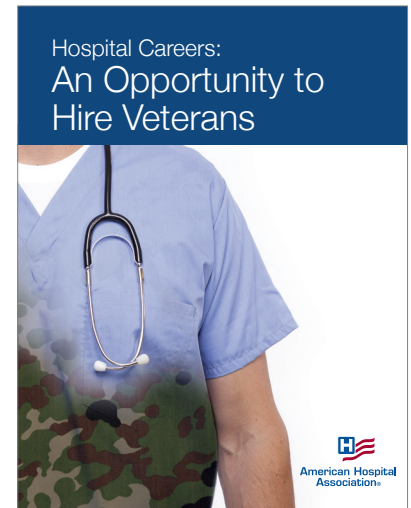
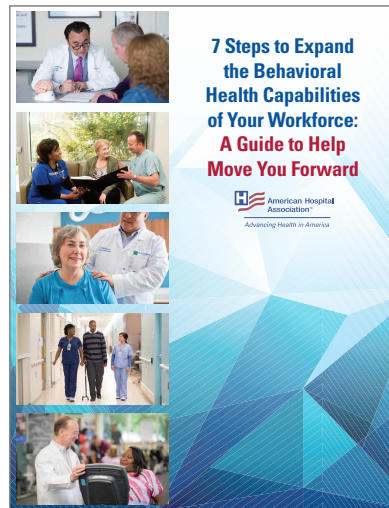
HRET HIIN's diverse network of support and resources will include over 1,700 hospitals across 32 states.

Next-generation Improvement. As part of our commitment to quality, HRET was chosen in September 2016 as the largest of the 16 organizations for the new Hospital Improvement Innovation Network, or HIIN. This new effort builds upon the work of the two previous, successful HEN projects and will span two years with an option for a third. This new project will keep an unrelenting focus on providing better, safer care to patients – working in close partnership with the federal government and with each other – as the field strives for zero incidents.

In addition to the HIIN, HRET works on a number of improvement projects with partners including the Agency for Healthcare Research and Quality and Centers for Disease Control and Prevention. HRET also helps prepare health care leaders for the challenges ahead through the AHA Health Care System Transformation Fellowship and other thought leader resources.

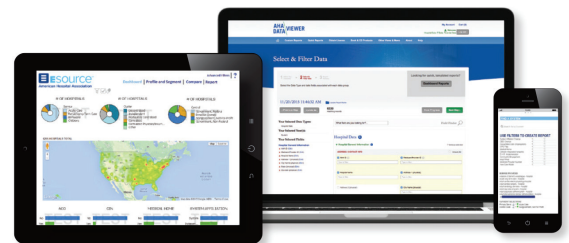
Strengthening the Health Care Workforce.

AHA's Workforce Center is working to ensure a competent and engaged health care workforce by providing thought leadership and disseminating national and state-based resources, such as its recent guides on improving the behavioral health workforce and hiring veterans. The Workforce Center also provided support for the AHA's 2016 Committee on Performance Improvement February 2017 report, "*The Imperative for Strategic Workforce Planning and Development: Challenges and Opportunities*," which discusses 10 key issues and provides a platform for engaging senior leaders around the strategic importance of future workforce planning and development.



Data and Coding. The AHA Annual Survey contains more than 1,000 inputs – covering an organization's structure, service lines, staffing, expenses, physician organization structures, beds and utilization – from more than 6,500 hospitals. These data are made available through several electronic and print resources, including the *AHA Guide*, *AHA Hospital Statistics*, *AHA Healthcare DataViewer* and the new eSource business intelligence tool.

The AHA Central Office is the official U.S. clearinghouse on medical coding for the proper use of ICD-10 and HCPCS codes. It also produces materials to help coders understand and implement official coding guidelines and is the go-to resource for coding advice.



Chicago Office
155 N. Wacker Drive
Chicago, IL 60606
312.422.3000

Washington, D.C. Office
800 10th Street, NW
Two CityCenter, Suite 400
Washington, DC 20001
202.638.1100

www.aha.org