



**The American Hospital Association (AHA) seeks to lead, represent and serve hospitals, health systems and other related organizations in this rapidly changing environment.**

*We have developed a number of mechanisms and resources (outlined below) to help our members navigate the maze of complex change occurring.*

## Hospitals and Health Systems of the Future

Hospitals and health systems are facing an unparalleled force to change. Industry experts have projected that multiple, intersecting pressures will drive the transformation of health care delivery and financing from volume- to value-based payments over the next decade. In the current regulatory and economic environment, hospitals must focus their efforts on performance initiatives that are essential in the short term and that also will remain critical for long-term success.

The AHA Committee on Performance Improvement's first report, *Hospitals and Care Systems of the Future*, identified must-do, priority strategies and core organizational competencies that organizations should establish to remain successful in this time of sweeping change.

Building on the committee's work, the AHA continues to develop resources to help hospitals navigate the journey from the first to the second curve.

*Metrics for the Second Curve of Health Care* expands on four strategies originally identified in the report. These strategies were identified as major priorities for hospitals and health care organizations moving from the volume-based first curve to the value-based second curve.

1. Aligning hospitals, physicians and other clinical providers across the continuum of care
2. Utilizing evidence-based practices to improve quality and patient safety
3. Improving efficiency through productivity and financial management
4. Developing integrated information systems

To further assist leaders trying to implement these major strategies, HPOE also created a road map for leaders to assess their organization's progress. For further information on care delivery transformation, please visit the HPOE resource library at [www.hpoe.org](http://www.hpoe.org).

## Committee on Research

The AHA's Committee on Research (COR) has annual and triennial tasks that focus on developing the AHA Research Agenda.

The committee monitors the process toward answering the AHA Research Agenda questions and studies a topic in depth for reporting to the AHA Board and the field. The committee is chaired by the AHA Chair-elect.

To navigate the evolving health care environment, the 2013 AHA Committee on Research developed the report *Your Hospital's Path to the Second Curve: Integration and Transformation*. This report outlines must-do strategies, organizational capabilities to master and 10 strategic questions that every organization should answer to begin a transformational journey. The report's "guiding questions" will help hospitals and care systems reflect and gain new perspectives on the benefits and value of integration. A comprehensive assessment, also found in the report, may lead health care organizations toward a customized path or series of paths to successfully transform for the future.

*For more, visit [www.aha.org](http://www.aha.org) and click on "Research Trends."*

## Ensuring a Healthier Tomorrow

While overall growth in health care spending has moderated in recent years, costs are expected to continue to rise due to changing demographics and the aging baby boom generation, the growth in chronic illness, advances in medical technologies and system inefficiencies.

If health care spending is not slowed, we will all pay the price – health care providers, the government, insurers and employers – both our generation, as well as our children and our children's children. It's an important challenge, and central to discussions on our nation's debt and deficit.

The AHA Board of Trustees looked for answers to the question of how to slow health care spending. Recommended changes are laid out in the latest report from the board, *Ensuring a Healthier Tomorrow: Actions to Strengthen Our Health Care System and Our Nation's Finances*. This list is not exhaustive, but it is a starting point of initiatives and activities stakeholders can take together and will form the backbone of our policy recommendations in the ongoing debate over the deficit.

*For more, visit [www.aha.org/healthiertomorrow](http://www.aha.org/healthiertomorrow).*

## Health Care Transformation Fellowship

In 2011, the Health Research & Educational Trust (HRET) helped inaugurate the AHA Health Care Transformation Fellowship. Developed for C-level suite executives and senior executives from finance, operations, strategy and physician relations/medical leadership, this nine-month, highly interactive program provides a road map of how to design and plan for new care delivery and payment models. Fellows attend in-person learning retreats and webinars, learn from organizations that have developed and executed these models, and begin to implement their own project. Peer group networking with current fellows and faculty is encouraged and facilitated.

*For more, visit [www.hpoe.org](http://www.hpoe.org).*

## 2014 AHA Environmental Scan

The AHA Environmental Scan is designed to help hospital and health system leaders better understand the health care landscape. In this webcast, AHA leaders discuss critical issues, key emerging trends and market forces that have a high probability of affecting the health care field.

The 2014 Environmental Scan was compiled from about 75 nationally recognized sources with recommendations from select AHA governance committees.

*For more, visit [www.aha.org/research/2014scan.shtml](http://www.aha.org/research/2014scan.shtml).*

## “Health Care in Transition” Trustee Education Series

Trustees play an important role in setting the strategic direction for their organizations. That’s why the AHA’s Center for Healthcare Governance has developed an education series that brings to bear the AHA’s policy expertise and Center’s educational expertise on critical policy and regulatory issues, especially for trustees. These in-the-boardroom education modules help trustees stay abreast of the latest trends and requirements. Each 20- to 30-minute program consists of an audio recording with synched slides on one topic, discussion questions for use by the board after viewing the program and supplemental resources.

In addition, the Center and its “Great Boards” newsletter provide the latest thinking on governance issues.

*For more, visit [www.greatboards.org](http://www.greatboards.org).*