

Every day, the American Hospital Association 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. We are shaping the national discussion on the future of health care and providing thought leadership and resources to help hospitals on their journey as they redefine the "H" and transform the way health care is delivered.

At the heart of our work, always, are our members and the patients and communities they serve. Your involvement makes our success – as an association and a field – possible. We are honored that you have chosen us to represent you and hope that AHA can rely on your continued support.

Read on for just some of the ways AHA is working for you.



At an AHA-sponsored briefing for the media and policymakers, AHA members participated in a discussion on the many ways hospitals are adapting to a changing health care landscape. From left to right, Rod Hochman, M.D., president and CEO of Providence Health & Services, Pam Sutton-Wallace, CEO of the University of Virginia Medical Center, and Jesse Cureton, chief consumer officer of Novant Health, participated in one of the panels.

The AHA works for you, and with you, to ensure that:

- Policymakers understand how hospitals are advancing health and transforming care;
- Legislators understand the impact of legislation on your community;
- Regulators understand the real-world consequences of their decisions for patients and hospitals; and
- Everyone realizes the critical role that hospitals play every day in communities across the country.

A Strong Voice for Hospitals. Every day, AHA staff take to Capitol Hill to tell the hospital story, working to educate Congress on key issues and the hospital field's concerns. AHA staff also advocate with federal regulators, attend meetings, provide expert testimony, and highlight the impact proposed changes could have and suggest alternative solutions. In addition, AHA provides resources to help you better tell your story to your elected officials.

An essential element of our advocacy is our strong partnership with state, regional and metropolitan hospital associations. By collaborating, we present a strong, unified voice for patients and hospitals.



AHA President and CEO Rick Pollack (at right) Sept. 22 told Congress that recently proposed health insurance acquisitions would put consumers at risk.



Communicating with the Media and the Public.

As the national voice for hospitals, AHA uses a wide range of strategies to tell the hospital story. In national and local news, social media, and print, television and radio, AHA advocates for hospitals 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 taking the hospital message straight to patients.

Your Involvement Makes an Impact

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

In addition, at critical flashpoints throughout the year, we convene members in Washington, D.C., to take the field's message directly to legislators on Capitol Hill. These Advocacy Days provide opportunities for legislators and their staffs to hear firsthand how proposals could impact patients, hospitals and the communities they serve. They also help hospital leaders build and nurture these valuable relationships. In addition, AHA sponsors briefings throughout the year for congressional staff on hospital issues.



Montana Hospital Association President Dick Brown; Christina Campos, administrator of Guadalupe County Hospital; and Susan Starling, president and CEO of Marcum & Wallace Hospital, describe the challenges facing rural hospitals at an AHA-sponsored briefing on Capitol Hill.



Advocacy Alliances. Our Alliances provide members with another way 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 more than 1.1 million individuals who advocate directly with Congress on behalf of patients and hospitals. Highlights include:



- Ads have been viewed more than 1.7 billion times online.
- Close to 1.8 million people connect each week on social media alone.
- The Coalition generated nearly 600,000 contacts with members of Congress during recent legislative activity.
- Major ad campaigns at Reagan National Airport reminded members of Congress about the impact cuts might have on patient care.
- The Coalition took top honors for Digital Campaign Advocacy from *Modern Healthcare's* Healthcare Marketing IMPACT Awards.

For more, visit www.protecthealthcare.org.

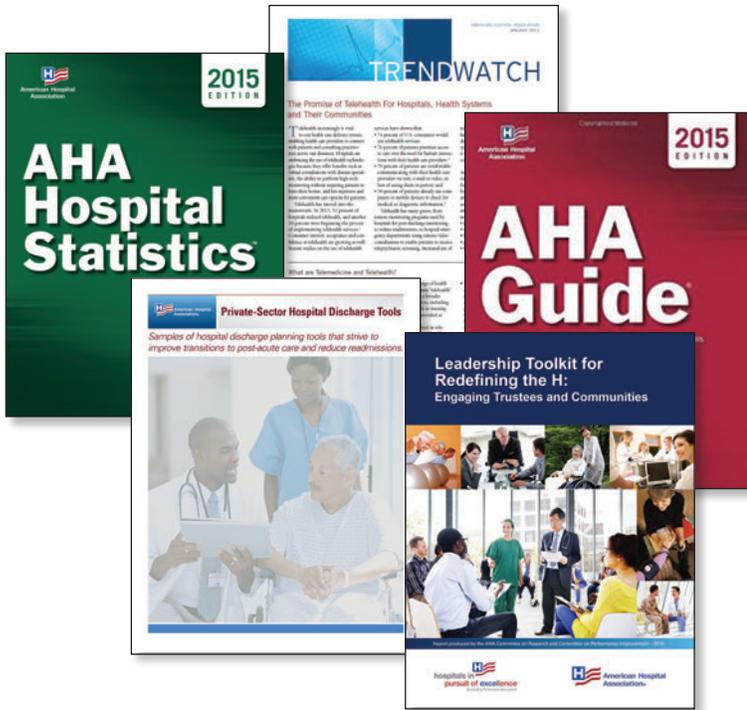
AHAPAC: AHAPAC allows eligible hospital leaders to make voluntary donations toward the support of federal candidates of both political parties who support the hospital policy agenda. AHAPAC is bipartisan, working with state hospital associations and others. In the 2014 cycle, AHAPAC was involved in more than 357 races, attended more than 1,020 campaign events and raised more than \$4.3 million.

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 groups such as our executive roundtables, members play an active role in shaping the association and its policies. In addition, throughout the year, AHA convenes groups in person and via the web or telephone to provide input on legislative and regulatory proposals to inform our strategy. Members also have a special home in our Constituency Sections – a unique blend of forum and network, linking members with shared interests and missions. For more on how to get involved, visit www.aha.org/value.



At left, Rep. Joseph Crowley (D-NY) joined a panel of hospital leaders at an AHA-sponsored briefing urging lawmakers to support graduate medical education. Also participating were Jeffrey Berns, M.D. of the Hospital of the University of Pennsylvania; Joshua Goldstein, M.D., of the Northwestern University School of Medicine; Andrew Thomas, M.D., of the Ohio State University Wexner Medical Center and Priscilla Ross, AHA senior associate director of federal relations.

Providing Thought Leadership



Special Reports and Analyses. Throughout the year, AHA offers in-depth analysis of burning policy topics and health care trends through our reports and issue briefs. In addition, our advisories help members understand the impact regulations and legislation will have on their patients and organizations.

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 provides a toolkit for engaging communities and trustees in transformation.

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

Data & 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.

Disseminating Ideas. AHA keeps members and the greater health care community in the know through its daily newsletters, *AHA News Now* and *H&HN Daily*, and websites. 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. Flagship 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.



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, while *HealthCareerCenter.com* works to connect 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.

Raising the Bar for Quality

Driving Performance Improvement.

From 2012 to 2014, AHA's Health Research and Educational Trust (HRET) led the largest Hospital Engagement Network (HEN), representing nearly 1,500 hospitals, and helped improve hospital quality in several clinical topic areas. Estimated highlights show:

- Nearly 1,000 NICU admissions were prevented via the early elective delivery reduction program;
- More than 4,500 pressure ulcers were prevented;
- More than 65,000 readmissions were prevented; and
- More than 8,600 CAUTI, VAP, CLABSI and SSI infections were prevented.

*Data Source: Comprehensive Data System (CDS), 11/18/14.



AHA members participated in a panel on implementing change during AHA's 2015 Quality & Equity Roadmap prior to the Health Forum-AHA Leadership Summit. From left to right are Deneen Richmond, vice president, performance improvement and outcomes, Inova Health System; Jack Lynch, president and CEO, Main Line Health; Ninfa Saunders, president and CEO, Navicent Health; and Nicholas Tejada, CEO, Sierra Providence East Medical Center.

The HEN was part of the Partnership for Patients initiative. HRET is excited to continue this work with the next round of HEN contracts that began in September 2015.

In addition, HRET works on a number of improvement projects with partners that include the Agency for Healthcare Research and Quality and Centers for Disease Control and Prevention. It also helps prepare health care leaders for the challenges ahead through two fellowship programs: the AHA-National Patient Safety Foundation Comprehensive Patient Safety Leadership Fellowship and the AHA Health Care System Transformation Fellowship.



Eliminating Disparities. HRET also is a leader in work to eliminate disparities in care and promote diversity. In addition to producing its noted Disparities Toolkit, HRET, along with AHA's Institute for Diversity in Health Management, supports Equity of Care, a joint effort of the AHA and other national partners that provides resources such as guides, best practices, case studies and national collaborative efforts. AHA is asking every hospital to sign the #123forEquity Pledge to Act to eliminate health disparities.

Visit www.equityofcare.org to learn more.

Redefining the 'H.' AHA's *Hospitals in Pursuit of Excellence* initiative produces guides, webinars and case studies to help members navigate the changing health care landscape and improve quality. Recent topics include:

- Improving Patient Safety Culture through Teamwork and Communication: TeamSTEPPS
- Partnering to Improve Quality and Safety: A Framework for Working with Patient and Family Advisors

In addition, the Center for Healthcare Governance provides resources to assist trustees as they guide their organizations in this era of transformation, while AHA Solutions, Inc., acts as a resource for tackling operational challenges.

