

2017 demonstrated that when the hospital and health system field speaks with one voice, it resonates – in the halls of Congress, with the Administration, in the media, in the court of public opinion and beyond.

Working together, we protected health coverage for millions and ensured hundreds of billions of dollars were not stripped from health care programs serving our most vulnerable. Through sustained grassroots advocacy, we shared our concerns in person with every member of Congress. This included sending more than half a million emails to congressional offices, and urging thousands more to take action via television/radio ads and social media. Telling our story and sharing the potential real-life impact on patients helped drive the national conversation in the media and online.

Putting patients first continues to be our focus as we work with Congress and the federal regulatory agencies to reduce the regulatory burden on hospitals and health systems, strengthen vital programs and test new models of care delivery. We have seen some great progress, but know we still have work to do in many areas.

At the same time, we have continued to redefine the “A” in your association to reinvent our services, products and offerings, as well as how we communicate with you.

Read on for more on what we accomplished together in 2017 and how we continue to evolve to serve you better. A more detailed summary is available at www.aha.org/value.



▲ From left to right: AHA President and CEO Rick Pollack, Chair-elect Nancy Agee, Immediate Past-Chair Jim Skogsbergh and 2017 Chairman Gene Woods.

Advocacy & Representation



▲ Leaders from hospitals and health systems across the country came to Washington, D.C., in 2017 to share their concerns with their legislators as part of AHA Advocacy Days.

Your Grassroots Advocacy Played a Key Role In Ensuring Patients Were Protected. As Congress began to consider legislation to repeal and replace the Affordable Care Act, our grassroots network sprang into action to ensure legislators understood the impact changes to funding for health coverage and health coverage protections could have on patients and care in their communities.

Working with our partners at the state, regional and metropolitan hospital associations, we brought delegations of members to Washington, D.C., to share the potential real-life impact with their legislators.

Providing Resources to Equip You to Advocate. Through AHA Advocacy Days, special webcasts, alerts and podcasts, we kept you informed of the latest developments on Capitol Hill.



Our data alerts modeling the impact of proposed legislation helped arm you with the information you needed to reach out to your legislators. In addition, our digital toolkits made it easy for you to engage your trustees and employees to support efforts and amplify our message.



...ation now airing anti-AHCA ads. The ads appeared other Sunday shows this weekend and are airing in national markets. ...gained health coverage under the Affordable Care Act women and men of America's hospitals urge ble coverage for as many Americans as possible."

▲ AHA ads amplified our message and earned wide-spread media coverage.

At the same time, through a sustained “grass-tops” effort, we engaged opinion leaders and policy influencers in key states, who in turn shared their concerns in op-eds in local newspapers, on social media and with the national media.

In addition, AHA conducted media campaigns to share hospitals’ and health systems’ concerns on key issues such as proposed changes to hospital access to tax-exempt financing in the tax reform bill and proposals to make harmful changes to the 340B program.

◀ Throughout the debate, AHA kept members informed with a variety of tools, including data on the impact of each proposal on their community.

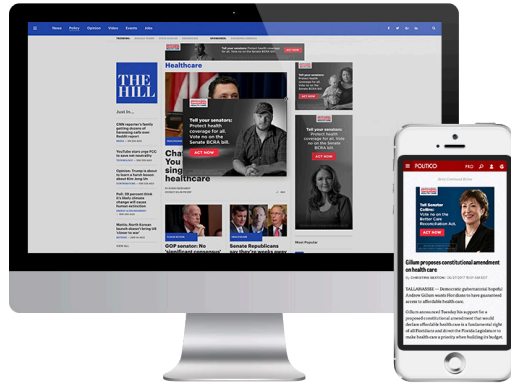
Sharing Our Story Widely and Working with Others, We Drove a National Conversation. With other stakeholders – including the other national hospital associations and health provider organizations, consumer advocates and veterans groups – we drove a national conversation about the potential negative effect of coverage losses on already vulnerable groups, while a national media campaign featuring traditional television and digital advertising, reinforced our concerns and urged viewers to take action and contact their legislators.



▲ AHA ads also urged Congress to protect hospitals access to tax-exempt bonds and the 340B program. ▼



The Coalition generated more than half a million letters to Congress during the repeal and replace debate, and its digital ads were seen more than 250 million times. The AHA is a founding member of and driving force behind the Coalition. ▶



Advertising and Digital Media Expanded Our Reach and Engaged Others. Our campaign was backed up by the Coalition to Protect America’s Health Care, an online community of more than 1.6 million people who recognize the important role hospitals play in communities all over America and advocate on their behalf to elected officials in Washington, who too-often put funding for critical patient care on the chopping block.

AHAPAC. The AHA Political Action Committee (AHAPAC) is a key piece of the AHA advocacy program, providing unified political visibility for the entire hospital field. AHAPAC strategies are developed with the state hospital associations and seek to support federal candidates of both political parties who support the hospital policy agenda. AHAPAC will raise more than \$4 million for the 2018 elections, ranking as one of the largest health care association PACs in America.



Making Progress on Regulatory Relief. The volume of regulations and the scope of change required to meet them are outstripping the hospital field’s ability to absorb them. Fortunately, there has been growing recognition of this fact from the Administration and Congress.



▲ CMS Administrator Seema Verma and AHA President and CEO Rick Pollack discuss regulatory relief on an AHA webcast.

The Centers for Medicare & Medicaid Services (CMS) this year provided important relief, such as implementing a 12-month moratorium on the outdated long-term care hospital 25% Rule, calling for a 90-day reporting period – versus a year – to meet the requirements of the meaningful use program for 2018 and making compliance with Stage 3 optional for 2018, and hitting the pause button on the onerous home health pre-claim review demonstration projects, among other examples.

A recent AHA report found that an average-sized community hospital spends nearly \$7.6 million annually to support compliance with regulations covering non-patient care areas. Furthermore, it dedicates nearly 60 staff members to regulatory compliance – more than one-quarter of which are physicians and nurses. We shared these findings with CMS at a stakeholder session where Administrator Seema Verma formally launched the agency’s regulatory relief effort.

Thought Leadership

The Value Initiative. The AHA recently launched “The Value Initiative,” a member-driven, multi-year initiative to support members as the hospital and health system field addresses the issue of affordability. A key focus of this initiative will be to provide our members with the tools and resources necessary to participate in the affordability discussion and fuel action that promotes value by improving quality and decreasing cost. We also will create opportunities for hospitals and health systems to collaborate, share best practices and learn from each other. In addition, AHA will continue to examine ways in which to redesign the delivery system, improve



▲ AHA Chair-elect Nancy Agee announces the launch of The Value Initiative during a Health Forum-sponsored Executive Forum on Advancing Affordable Health Care, held in Chicago.

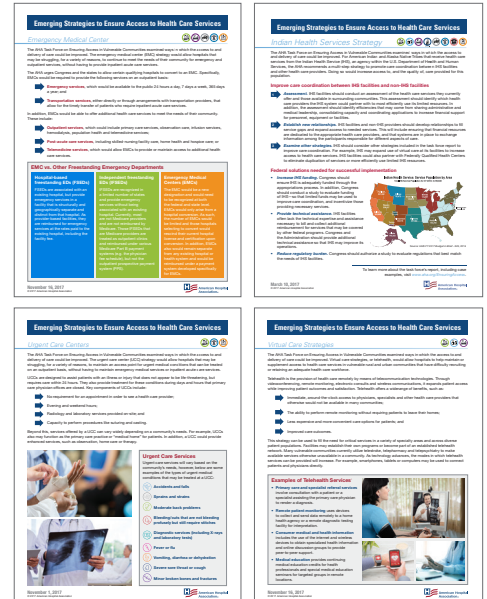
quality and outcomes, manage risk and offer new payment models. We also will work to support hospitals and health systems as they implement operational solutions and develop innovative strategies that make health care more affordable and communities healthier. Initial resources for AHA members include issue briefs that frame the issue of affordability; perspectives from thought leaders in the health care field; executive forums to discuss leadership perspectives and strategies with your peers; case studies on what others have done; and innovation tools and trainings where you and your team can tackle issues with expert coaching. Additional resources will follow. For more, please visit www.aha.org/TheValueInitiative.

Ensuring Access to Care in Vulnerable Communities. AHA's Task Force on Ensuring Access in Vulnerable Communities continues to roll out resources and toolkits on emerging strategies to help 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/ensuringaccess.



Trustee Services. In 2017, AHA 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. The quarterly "Trustee Insights" contains not only briefs on some of the hottest topics in health care, but also webinar and video content that can be used for boardroom education and discussion. Meanwhile, enhanced trustee-focused programming at AHA's leadership conferences has provided trustees an opportunity to learn from governance experts as well as experts on emerging issues facing the field and to network with their peers. Updated resources also are available at trustees.aha.org, which pulls together resources from across the association.



Special Reports and Analyses. Throughout the year, AHA offers in-depth analyses of hot policy topics, health care trends and critical issues confronting the field. In 2017, topics included strategies for addressing the opioid epidemic, the social determinants of health and workforce challenges, among others.

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 advisories and updates help members understand the impact regulations and legislation will have on their patients and organizations now and in the future.

Driving Our Thinking. Through participation in our formal governance groups – such as the Board of Trustees, Regional Policy Boards, 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.



◀ Members of the AHA's nine Regional Policy Boards gathered together in Washington, D.C., this September for a special national RPB.

There, they heard from noted thought leaders and engaged in policy discussions with their regional board and as a larger group. They also had the opportunity to weigh in with their legislators at a critical time in the debate over the future of the ACA.

Agent For Change



Institute for Diversity and Health Equity

An affiliate of the American Hospital Association

Advancing Diversity and Eliminating Disparities. 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. To that end, in 2018, we will unveil a new model for the Institute for Diversity in Health Management, which has become the Institute for Diversity and Health Equity in recognition of the broader demand for both increasing diversity in leadership and advancing health equity leadership. We have long believed that promoting diversity within health care leadership and tackling health disparities in care are critical to ensuring the highest quality of care for everyone. To reflect this, we are providing membership in the Institute, and its associated resources and expertise, as part of your AHA membership rather than a separate engagement.

Further, 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 is developing resources for the field, sharing best practices and promoting shared policy solutions to persistent challenges that affect the health of vulnerable communities. Visit www.diversityconnection.org to learn more.



▲ AHA Chairman Gene Woods addresses National Urban League members interested in serving on hospital and health system governing boards.



Driving Performance Improvement. AHA's Health Research & Educational Trust (HRET) is the largest of the 16 organizations that comprise the new Hospital Improvement Innovation Network, or HIIN. This new effort builds upon the work of the two previous, successful Hospital Engagement Network projects and will span two years with an option for a third. This project

keeps 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. Results from the first year are expected in early 2018.

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.



▲ Participants in the HRET HIIN meet to share best practices.



Building Partnerships to Support Clinicians. In 2017, a board-level committee re-examined our Physician Leadership Forum with the goal of strengthening relationships between hospital and health system leaders and clinical leaders. As a

result, the AHA Physician Leadership Forum is becoming the AHA Physician Alliance. This group aims to strengthen the voice of physician leaders in health policy and practice while helping such leaders lead well, be well and care well. The Alliance will unite a broad spectrum of leaders – hospital and health system CEOs, trustees and others – providing education, technical assistance and collaboratively advancing excellence in patient care.

Knowledge Exchange

Disseminating Ideas and Information. AHA keeps members and the greater health care community in the know through *AHA Today*. This newsletter delivers the news and insights hospital and health system leaders need from across the association and the health policy field straight to your inbox six days a week.



Webinars, webcasts and other programs offer cutting-edge insights and provide in-depth information and practical examples of successful solutions for the evolving health care landscape. Executive leadership meetings, attended annually by thousands of health



care leaders, include the AHA Annual Membership Meeting, AHA Leadership Summit and Rural Health Care Leadership Conference. Our professional membership groups reach thousands more through best-in-class conferences and webinars.

Introducing the Presentation Center. AHA this fall launched the Presentation Center, a new members-only resource that provides hospital leaders with easy-to-use PowerPoint presentations and corresponding talking points on top health care issues. Topics range from cybersecurity to equity of care, and all presentations include prompts and placeholders for organization-specific information, as well as slides geared to employee, trustee and community audiences for easy customization. View and download the presentations at www.aha.org/presentationcenter.



In addition, AHA's professional membership groups connect health care leaders with resources to enhance and further their careers, as well as job boards to help you connect with talent in these fields.

Furthering Health Care Careers.

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

The AHA Certification Center designs and administers certification programs to recognize mastery of well-defined bodies of knowledge within health care management disciplines. In addition, the AHA Certification Center provides contracted services for project management and quality assurance to the American Organization of Nurse Executives in support of its Nurse Executive and Nurse Manager Certification Programs.



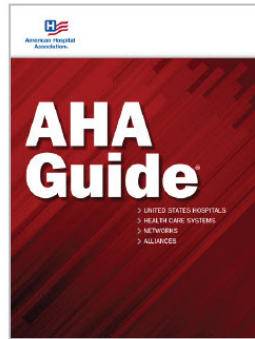
Team Training. We recently introduced AHA Team Training featuring TeamSTEPPS®, an evidence-based set of tools for optimizing patient outcomes by improving communication and teamwork among health care professionals. It includes a comprehensive set of ready-to-use materials and a training curriculum to successfully integrate teamwork principles into any health care system. Teams working with AHA faculty have



improved communication and teamwork in their organizations through courses, webinars, an annual national conference and community support and engagement. Learn more at

www.aha.org/teamtraining.

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 resources, including the AHA Guide, AHA Hospital Statistics and AHA Healthcare DataViewer. AHA Guide and Statistics both unveiled new online formats this year to bring you searchable, up-to-the-minute information at your fingertips. As a valued member of the American Hospital Association, you have access to our comprehensive directory, AHA Guide, in this new, easy-to-use digital format. Visit www.aha.org/guide for more.



AHA Guide®
Hospital Quick Search



▲ AHA Guide is now available online, providing you with the latest information at your fingertips. AHA Statistics will be available online in 2018.

The AHA Resource Center is a vital tool for health care leaders and others who need to keep well-informed to meet the challenges of today and tomorrow. Highly trained information specialists apply their specialized knowledge and unique skills to locate and retrieve information quickly. Drawing from a wide range of information resources, including periodicals, books, reference materials, electronic information sources, internal and external databases, personal contacts, and other print and nonprint tools, staff provide the information needed to support your management, strategic planning, educational or research activities. Customized current awareness and information alerting services help you stay up-to-date on trends in the delivery of health care.



For additional information, please contact the Resource Center at (312) 422-2050 or rc@aha.org.

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