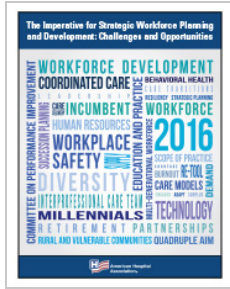# Guides and Reports

This is a listing of all guides and reports organized via the Triple Aim: better health, better care and lower cost.
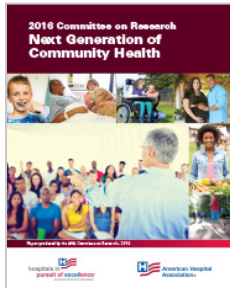
Aim 1: Better Care

The Imperative for Strategic Workforce Planning and Development: Challenges and Opportunities
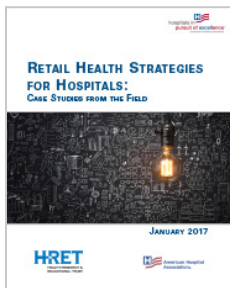
February 2017

The AHA's 2016 Committee on Performance Improvement (CPI) engaged hospital leaders and experts in the field to identify key workforce challenges. These are challenges that already exist today and are expected to be further exacerbated as transformation continues and pressures mount with the various dynamics of a changing payment and delivery system.

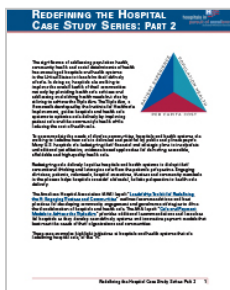## Next Generation of Community Health

February 2017

The American Hospital Association 2016 Committee on Research was charged with exploring what the next generation of community health may look like as hospitals redefine themselves to keep pace with the changing health care landscape. The committee released this work in the form of a report.

Retail Health Strategies for Hospitals: Case Studies from the Field

January 2017

In response to a rapidly transforming health care environment, hospitals and health systems across the United States are exploring retail-oriented, consumer-focused care strategies. This issue brief provides case studies from five hospitals and health systems that have entered the retail health care field.

Redefining the H Case Study Series: Part 2

November 2016

Hospitals are working to achieve all elements of the Triple Aim by redesigning traditional ways of delivering care to patients and the community. This collection of case studies features three hospitals and health systems.
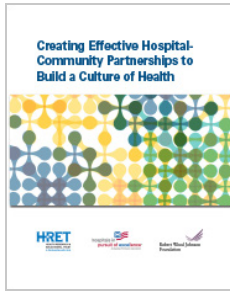
Preventing Patient Falls

October 2016

This guide describes the types of risks that lead to patient falls, the root causes for those risks and the solutions designed to reduce them. Several case studies in the guide highlight individual hospitals and their experiences preventing falls.

For more information on guides and reports, visit:
hret.org/guides-reports

Guides and Reports

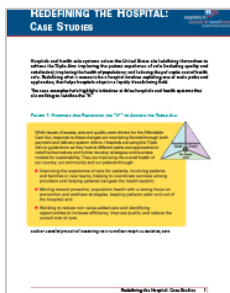**Aim 1: Better Care**

Creating Effective Hospital-Community Partnerships to Build a Culture of Health
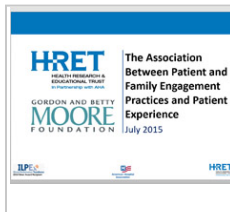
August 2016

This guide, released with support from the Robert Wood Johnson Foundation (RWJF), focuses on how hospitals and communities can develop and sustain partnerships. HRET conducted 50 interviews with hospital, health system and community leaders from 25 diverse communities to determine common themes and successful approaches for developing effective collaboration.

Redefining the Hospital: Case Studies
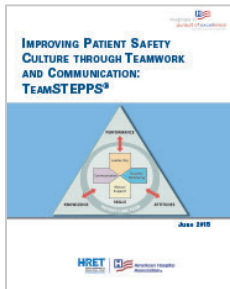
October 2015

Hospitals strive to achieve the Triple Aim. This collection features case examples from three health care systems: Lee Memorial Health System, Fort Meyer, Fla., Summa Health System, Akron, Ohio, and Norton Healthcare, Louisville, Ken.

The Association Between Patient and Family Engagement Practices and Patient Experience
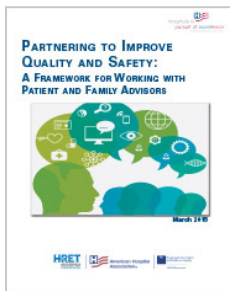
July 2015

This slide presentation covers the findings of a 2013-2014 survey conducted by HRET and the Gordon and Betty Moore Foundation on patient and family engagement practices and their association with patient experiences.

Improving Patient Safety Culture through Teamwork and Communication: TeamSTEPPS®
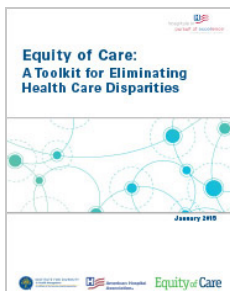
June 2015

Health care teams that communicate effectively reduce the potential for human error, resulting in enhanced patient safety and improved clinical performance. TeamSTEPPS®—Team Strategies and Tools to Enhance Performance and Patient Safety—is designed to improve patient safety through effective communication and teamwork skills.

Partnering to Improve Quality and Safety: A Framework for Working with Patient and Family Advisors

March 2015

To truly transform care, hospitals and care systems must effectively engage patients and their families. This guide, developed by the Symposium for Leaders in Healthcare Quality, presents a framework for engaging patients as advisors on quality and patient safety initiatives.
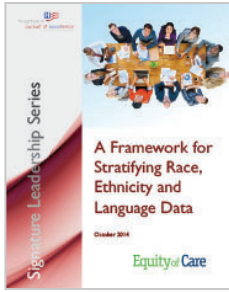
Equity of Care: A Toolkit for Eliminating Health Care Disparities

January 2015

This toolkit is a user-friendly "how-to" guide to help accelerate the elimination of health care disparities and ensure hospital leadership and staff reflect the communities they serve.

For more information on guides and reports, visit:
hret.org/guides-reports

Aim 1: Better Care

A Framework for Stratifying Race, Ethnicity and Language Data

October 2014

This guide provides a framework for hospitals and care systems to stratify patient race, ethnicity and language data and use them to identify and address health care disparities.

Reducing the Risks of Wrong-Site Surgery: Safety Practices from The Joint Commission Center for Transforming Healthcare Project
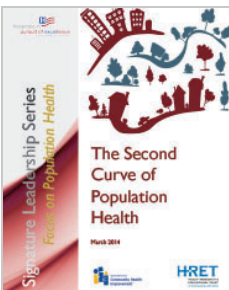
September 2014

As part of the Joint Commission Center for Transforming Healthcare wrong-site surgery project, eight U.S. hospitals and ambulatory surgery centers measured the risks of wrong-site surgery in their perioperative processes, pinpointed the contributing causes and developed specific solutions targeted to each one.

Diversity and Disparities: A Benchmark Study of U.S. Hospitals in 2013
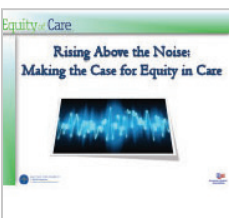
June 2014

This updated chartpack offers a snapshot of some common strategies used to improve the quality of care that hospitals provide to all patients, regardless of race or ethnicity.

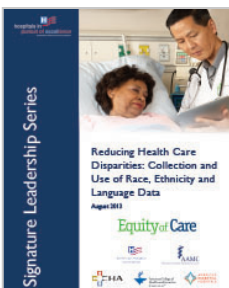## The Second Curve of Population Health

March 2014

This guide builds upon prior AHA reports that outlined a road map for hospitals and care systems to use as they transition to the second curve of population health. The tactics described in this guide provide a framework for initiatives that hospitals and care systems could pursue to develop an institutional infrastructure that supports population health.

Rising Above the Noise: Making the Case for Equity in Care

November 2013

This slide presentation highlights the business imperative for equity of care. The information shows that achieving equity in care is imperative to improving the health of the population and improving care efficiency, effectiveness and patient satisfaction.
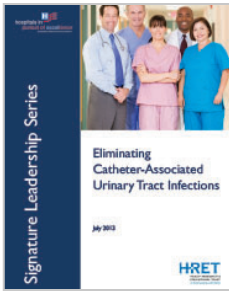
Reducing Health Care Disparities: Collection and Use of Race, Ethnicity and Language Data

August 2013

This guide provides a four-step approach on how to obtain an accurate REAL data set and discusses how hospitals and care systems can use this data to reduce health care disparities.

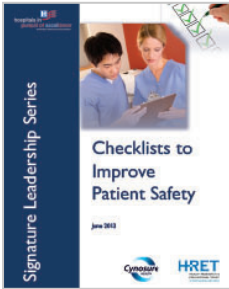For more information on guides and reports, visit:
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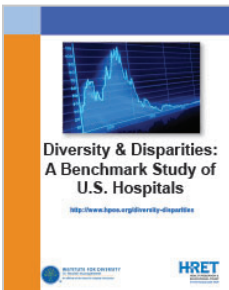## Eliminating Catheter-Associated Urinary Tract Infections

July 2013

This guide describes a three-step action plan from the On the CUSP: Stop CAUTI project, which helps hospitals and care systems achieve and sustain reductions in CAUTI infection rates: 1. Communicate that infection reduction is an organizational priority 2. Provide implementation support 3. Celebrate success, and support sustainability and spread.

Checklists to Improve Patient Safety
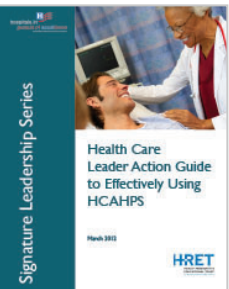
June 2013

To improve patient safety and quality outcomes, health care professionals are using multiple methods to reduce patient incidences and eliminate medical errors. One method being implemented more often is the checklist. This guide includes a checklist, developed by Cynosure Health, for each of the 10 areas in the Partnership for Patients Hospital Engagement Network.

Diversity and Disparities: A Benchmark Study of U.S. Hospitals

June 2012

This chartpack offers a snapshot of common strategies used to improve the quality of care hospitals provide to all patients, regardless of race or ethnicity. The survey results highlight that advancements are being made in key areas that can promote equitable care, such as collecting demographic data, providing cultural competency training, and increasing diversity in leadership and governance.

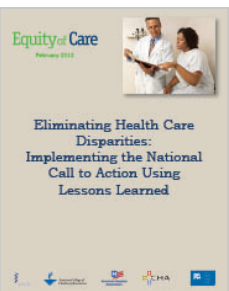## Health Care Leader Action Guide to Effectively Using HCAHPS

March 2012

This guide describes how HCAHPS data should be used in context with other information about organizational performance, and it highlights cultural elements necessary to build a firm foundation for success. Once these foundational elements have been considered, the guide outlines a five-step approach to using HCAHPS effectively to improve the patient experience, quality and safety.

Improving Perinatal Safety

February 2012

Early elective deliveries have been proven to increase the risk of adverse health outcomes post delivery for both mother and child. As a result, many hospitals and health systems are trying to eliminate elective deliveries before 39 weeks. This guide provides a framework for the quality improvement project, metrics to measure progress and leading case examples.

Eliminating Health Care Disparities: Implementing the National Call to Action Using Lessons Learned
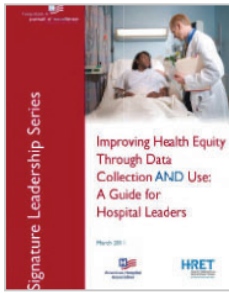
February 2012

This guide looks at nine hospitals and health systems and summarizes each organization's key successes toward providing equity in care in one of three areas: increasing the collection of race, ethnicity, and language preference data, increasing cultural competency training for clinicians and support staff, or increasing diversity in governance and management.

For more information on guides and reports, visit:
hret.org/guides-reports

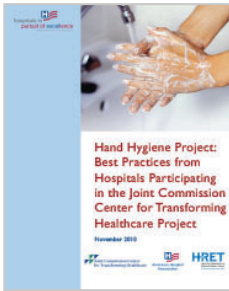American Hospital Association®

Accelerating Performance Improvement

Aim 1: Better Care

Improving Health Equity Through Data Collection AND Use: A Guide for Hospital Leaders
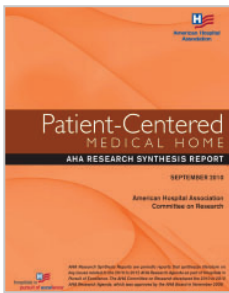
March 2011

This guide explores key strategies that hospitals that have adopted to collect race, ethnicity, and primary language data about their patients and use the data in efforts to overcome disparities in care.

Hand Hygiene Project: Best Practices from Hospitals Participating in the Joint Commission Center for Transforming Healthcare Project
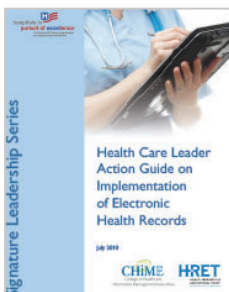
November 2010

This multi-case study describes how eight hospitals used Lean Six Sigma to examine and improve work processes and identify causes and targeted solutions for failure to clean hands.

AHA Research Synthesis Report: Patient-Centered Medical Home
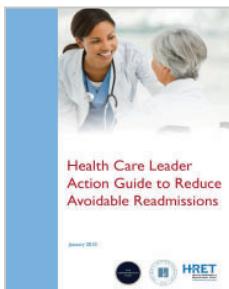
September 2010

This synthesis report presents an overview of the patient-centered medical home (PCMH), including key features; discussion of federal, state, and private sector medical home models; and considerations for hospitals interested in developing a PCMH.

Health Care Leader Action Guide on Implementation of Electronic Health Records

July 2010

This report provides a roadmap to help senior executives develop a strategy to use EHRs that advances the organization's ability to deliver care that is safer, more effective and efficient.

Health Care Leader Action Guide to Reduce Avoidable Readmissions

January 2010

This guide helps hospital leaders assess, prioritize, implement and monitor strategies to reduce avoidable readmissions during hospitalization, as well as at discharge and post-discharge.

HRET Disparities Toolkit

Updated in 2010

This toolkit provides a comprehensive approach to the collection of race, ethnicity and primary language data and offers guidance on how to improve quality of care and reduce health care disparities.

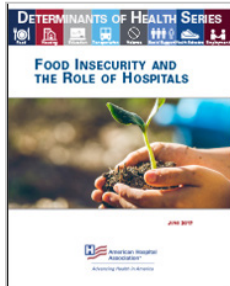For more information on guides and reports, visit:
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Aim 2: Better Health

Determinants of Health Series: Housing and the Role of Hospitals

August 2017

As part of our work to Advance Health in America, the AHA and HRET are launching a series of guides on how hospitals can address the determinants of health such as food, housing and education, to improve the environment where people live, work and play. "Housing and the Role of Hospitals" is the second guide in this series.

Determinants of Health Series: Food Insecurity
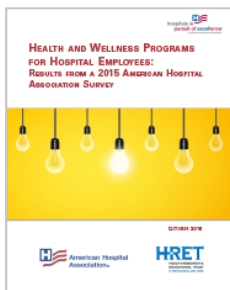
June 2017

As part of our work to Advance Health in America, the AHA and HRET are launching a series of guides on how hospitals can address the determinants of health such as food, housing and education, to improve the environment where people live, work and play. "Food Insecurity and the Role of Hospitals" is the first guide in this series.

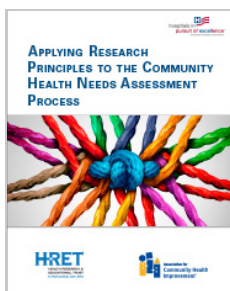### Community Health Initiatives at the American Hospital Association

June 2017

This work focuses on highlights from our work in community health in several areas, including health equity and eliminating care disparities, community health workers, violence and safety, health system and community collaborations to advance health, and determinants of health.

Health and Wellness Programs for Hospital Employees: Results from a 2015 American Hospital Association Survey
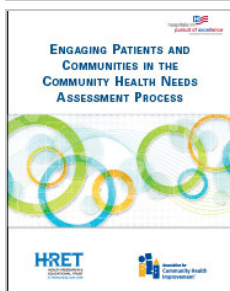
October 2016

The American Hospital Association fielded a survey to hospitals in 2010 and 2015, to identify current and emerging best practices in health and wellness programs for hospital employees. This HPOE report illustrates and describes results from the surveys.

Applying Research Principles to the Community Health Needs Assessment Process

July 2016

This guide, released by the Health Research & Educational Trust with support from the Patient-Centered Outcomes Research Institute, focuses on applying research principles to the CHNA process.

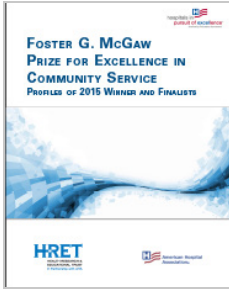### Engaging Patients and Communities in the Community Health Needs Assessment Process

June 2016

Released by the Association for Community Health Improvement and HRET with support from the Patient-Centered Outcomes Research Institute, this guide presents a model for engaging patients, their families and community members at each step of the CHNA process.

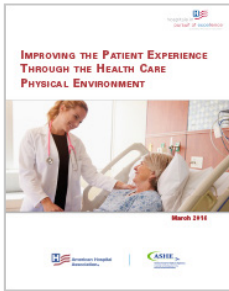For more information on guides and reports, visit:
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Foster G. McGaw Prize for Excellence in Community Service: Profiles of 2015 Winner and Finalists
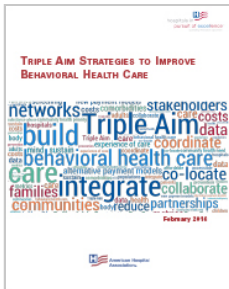
June 2016

This guide features case studies of the 2015 Foster G. McGaw Prize winner and finalists. Each case study covers the background of the health care organization and describes several initiatives that are improving the health and well-being of its communities.

Improving the Patient Experience Through the Health Care Physical Environment
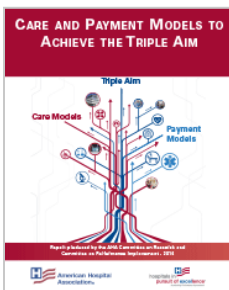
March 2016

This HPOE guide, a collaboration with the American Society for Healthcare Engineering, explores ways hospital and health system leaders can use the physical environment to improve the patient experience.

Triple Aim Strategies to Improve Behavioral Health Care
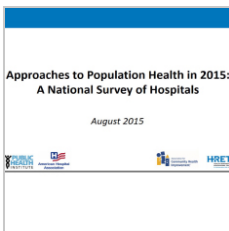
February 2016

This guide describes strategies, action steps and examples for hospitals, health systems and community stakeholders working together to develop a well-coordinated, accessible, affordable and accountable system for delivering behavioral health care.

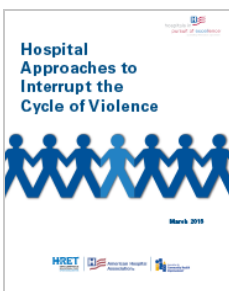## Care and Payment Models to Achieve the Triple Aim

January 2016

Two AHA committees, the 2015 Committee on Research and 2015 Committee on Performance Improvement, released a joint report, " Care and Payment Models to Achieve the Triple Aim," which addresses how hospitals can develop new delivery systems and innovative payment models that best meet the needs of their organizations and communities.

Approaches to Population Health in 2015: A National Survey of Hospitals

August 2015

HRET and ACHI, in partnership with the Public Health Institute, conducted a survey of hospitals and health care systems to assess the state of population health efforts in 2015. This report highlights how population health initiatives are structured and the process of assessing community health needs.

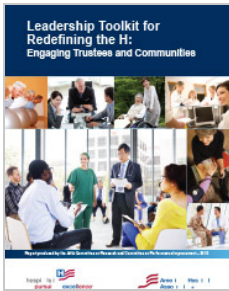## Hospital Approaches to Interrupt the Cycle of Violence

March 2015

Hospitals and care systems are uniquely positioned to play an integral role preventing violence in their communities. Evidence shows that hospital-based violence intervention programs reduce violence, save lives and decrease health care costs. This guide offers hospital leaders a model for hospital-based violence intervention that can be tailored to each community's unique needs.

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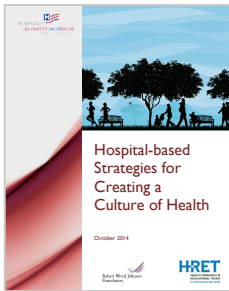American Hospital Association®

Accelerating Performance Improvement

Aim 2: Better Health

Leadership Toolkit for Redefining the H: Engaging Trustees and Communities

January 2015

A report from the AHA's Committee on Research and Committee on Performance Improvement examines the changing health care landscape and provides an overview of engagement strategies. It can serve as a leadership checklist for working with both communities and trustees.

Hospital-based Strategies for Creating a Culture of Health

October 2014

This report provides background on the Robert Wood Johnson Foundation's vision to build a Culture of Health and discusses how hospitals are contributing to community health improvement, including the findings of HRET's review of 300 community health needs assessments.

Building a Leadership Team for the Health Care Organization of the Future
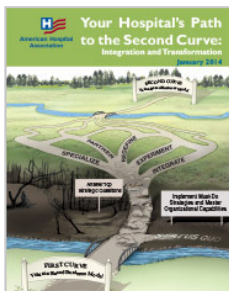
April 2014

AHA and Spencer Stuart conducted a survey of hospital and care system senior executives to examine how the shift toward the second curve is affecting the leadership, talent, strategic priorities and organizational models of health care organizations. This guide includes results of the survey on how health care leaders are approaching new management roles, recruiting, promoting senior leaders and overcoming gaps in skills.

Integrating Behavioral Health Across the Continuum of Care
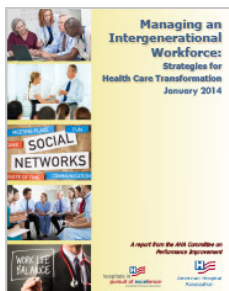
February 2014

Integrating behavioral health and physical health services across all care settings and in the community moves an organization toward a seamless system of care offering patients the services they need, when they need it. This guide explains the value of integrating physical and behavioral health services, the importance of measuring integration efforts and strategic questions to assist leaders.

Your Hospital's Path to the Second Curve: Integration and Transformation

January 2014

This AHA Committee on Research report outlines strategies to help hospitals and care systems accelerate organizational transformation as they move from volume- to value-based systems and business models. The report provides guiding questions and a comprehensive assessment that may lead health care organizations toward a customized path or series of paths for transformation.

Managing an Intergenerational Workforce: Strategies for Health Care Transformation

January 2014

This AHA Committee on Performance Improvement report calls to action hospitals and care systems to build an organizational culture developing and nurturing employees of all ages to provide excellent patient care. The guide outlines three key strategies for leaders to implement.
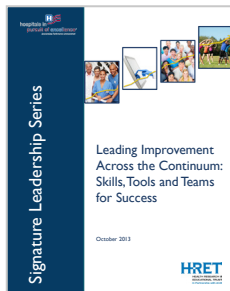
For more information on guides and reports, visit:
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Guides and Reports

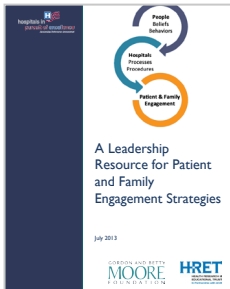**Aim 2: Better Health**

Leading Improvement Across the Continuum: Skills, Tools and Teams for Success
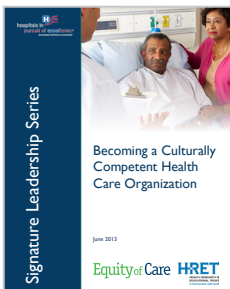
October 2013

This guide provides two new frameworks, the Improvement Continuum and the Leadership Action Model, for conceptualizing and planning improvement activities. Equipped with these frameworks, leaders will be better able to design and implement improvement efforts of varying scope across diverse topics.

A Leadership Resource for Patient and Family Engagement Strategies
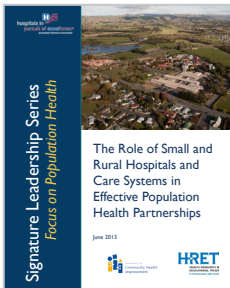
July 2013

This resource gives leaders concrete, practical steps grounded in evidence-based research to improve patient and family engagement in their organizations.

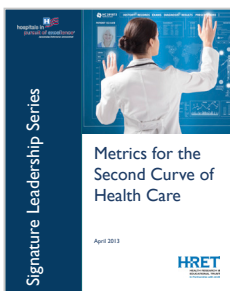## Becoming a Culturally Competent Health Care Organization

June 2013

It is imperative hospitals and health care systems not only understand the diverse patients and communities they serve but the benefits of becoming a culturally competent organization. This guide describes the benefits, steps and educational techniques of becoming a culturally competent health care organization.

The Role of Small and Rural Hospitals and Care Systems in Effective Population Health Partnerships
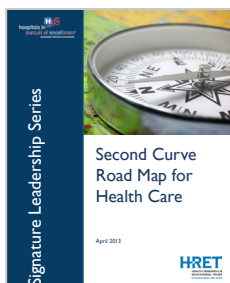
June 2013

To become an effective population health manager, a hospital must create effective partnerships. This guide describes how small and rural hospitals and care systems can develop effective population health partnerships that balance the challenges and opportunities in providing health management.

Metrics for the Second Curve of Health Care

April 2013

Building on health care futurist Ian Morrison's first curve to second curve shift, the AHA Committee on Performance Improvement identified characteristics of the first curve (the volume-based curve) and the second curve (the value-based curve). Of the 10 must-do strategies, four were identified as major priorities for health care leaders and are expanded on in this guide.

Second Curve Road Map for Health Care

April 2013

This guide is intended to assist leaders trying to implement major strategies and assess their progress on meeting the second curve is explained in the Metrics for the Second Curve of Health Care report.

For more information on guides and reports, visit:
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Aim 2: Better Health

Engaging Health Care Users: A Framework for Healthy Individuals and Communities
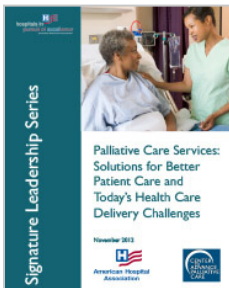
January 2013

This report introduces a continuum for engagement from information sharing to partnerships and recommends entry points for user engagement occurring at different levels of the health care system. The report aims to help hospitals and health care systems to do more to engage patients and intervene earlier in the disease states.

Advanced Illness Management Strategies: Engaging the Community and a Ready, Willing and Able Workforce Part 2
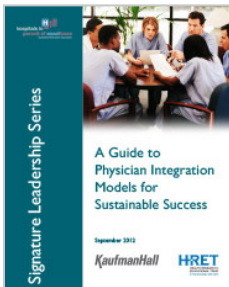
December 2012

This report expands upon part one and explains all three strategies and focuses on patient and community awareness and engagement and a ready, willing and able workforce. The first report released August 2012, *Advanced Illness Management Strategies Part 1*, examined in depth how hospitals can increase access to advanced illness management programs.

Palliative Care Services: Solutions for Better Patient Care and Today's Health Care Delivery Challenges
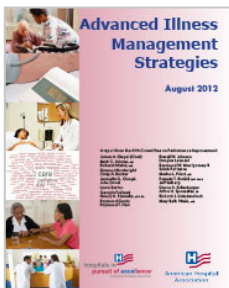
November 2012

Palliative care specializes in taking care of patients with serious illness and focuses on providing relief from symptoms, pain and stress in order to improve the quality of life for patients and their families.

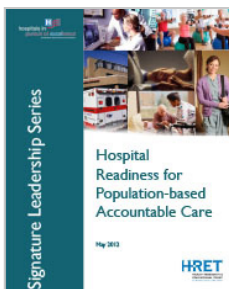## A Guide to Physician Integration Models for Sustainable Success

September 2012

This guide, written by Kaufman Hall, describes the groundwork and prerequisites required for successful hospital-physician integration. It provides an overview of integration models currently deployed at hospitals and health systems nationwide and offers 12 strategies hospitals and health systems will find useful in navigating the physician-integration pathway.

Advanced Illness Management Strategies

August 2012

Effectively integrating AIM into the continuum of care will position the hospital and health system to manage the gap between the first and second curve and support the transition to the second-curve business, care and service delivery model.

Hospital Readiness for Population-based Accountable Care
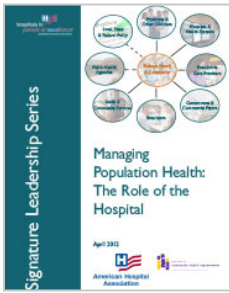
May 2012

This report provides hospital leaders with a snapshot of hospitals' readiness to participate in an ACO, as well as a tool with which to gauge their own organizations' relative preparedness for ACO participation.

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American Hospital Association®
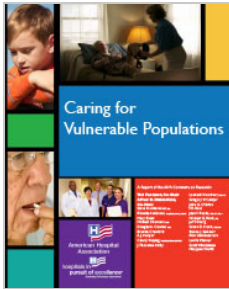
Accelerating Performance Improvement

Aim 2: Better Health

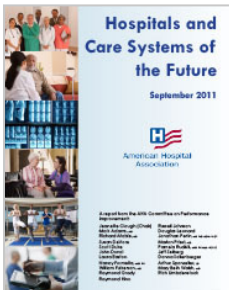## Managing Population Health: The Role of the Hospital

April 2012

To meet patient needs hospitals have traditionally personalized care for each person admitted to their facility. However, external forces to simultaneously reduce cost, improve quality, and implement value-based payment programs command that organizations examine how to manage the health of their patient populations to improve outcomes.

Caring for Vulnerable Populations
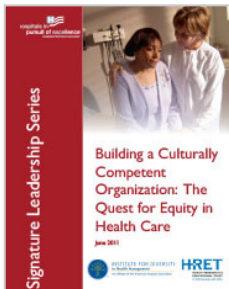
January 2012

In 2011, the AHA Committee on Research examined emerging hospital centered practices in effective care coordination for vulnerable populations, focusing the examples on the critical "dual eligible" population – individuals eligible for both Medicare and Medicaid. The report explores the need for organizations to pursue improved care coordination strategies for dual eligibles and other vulnerable populations.

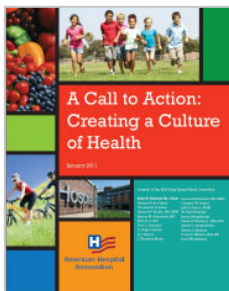## Hospitals and Care Systems of the Future

September 2011

Analyzing the results of exploratory interviews, this inaugural publication from AHA's Committee on Performance Improvement identifies must-do priority strategies and core competencies that hospitals and care systems should establish to remain successful in this era of sweeping change throughout the industry.

Building a Culturally Competent Organization: The Quest for Equity in Health Care
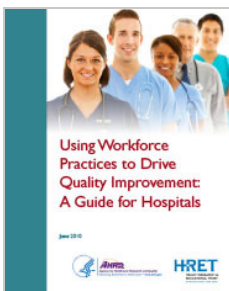
June 2011

This guide explores how hospitals and health systems can increase their cultural competency in order to provide care that is respectful of patients' diverse values, beliefs and behaviors.

Call to Action: Creating a Culture of Health

January 2011

This comprehensive report highlights current practices that hospitals use today with their own employees, gives examples of promising practices, and provides how-to recommendations to the field to be leaders of health in their communities.
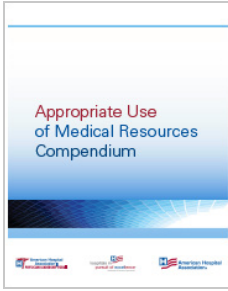
Using Workforce Practices to Drive Quality Improvement: A Guide for Hospitals

June 2010

This guide provides practical advice on workforce practices that hospitals can adopt to develop a high-performing workforce that can deliver safe, high quality and efficient health care.

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Updated September 2017

Aim 3: Lower Cost

Appropriate Use of Medical Resources Compendium

August 2016

This compendium aims to help hospitals, in partnership with their clinical staff and patients, to closely examine the appropriate use of medical resources for five hospital-based procedures or interventions. The compendium offers a toolkit on each of the five areas: blood management, antimicrobial stewardship, ambulatory care sensitive conditions, elective percutaneous coronary intervention, and aligning treatment with patient priorities for use of the ICU.

Guide to Health Care Partnerships for Population Health Management and Value-based Care
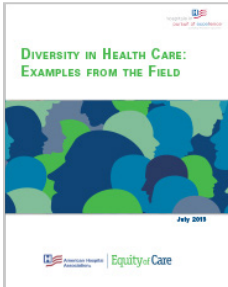
July 2016

This HPOE guide, developed by Kaufman Hall, provides key considerations in partnering for population health management, examples of type of partnerships and a process for evaluating these potential partnerships. Additionally, this guide provides a list of the characteristics of successful strategic partnerships.

Increasing Supplier Diversity in Health Care

September 2015

The guide provides action steps and case studies about developing a supplier diversity program. By adopting a supplier diversity program, hospitals and health care systems can support minority-owned businesses and communities while obtaining products and services of competitively high quality and value.

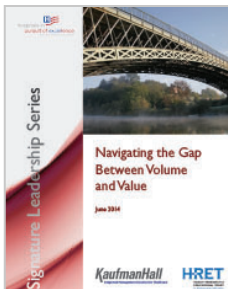## Diversity in Health Care: Examples from the Field

July 2015

Diversity is becoming a key word in health care. Hospitals and health care systems are focusing on providing care that addresses the diversity of their patient populations. Hospitals also are working to increase the diversity of their leadership team, board and staff and building a culture of diversity and inclusion. This collection of case studies from the field highlights diversity initiatives at six hospitals across the country.

The Impact of Accountable Care: Hospital Involvement with Accountable Care Organizations

May 2015

HPOE and Leavitt Partners partnered to detail how accountable care organizations impact key stakeholders, outlining the benefits and challenges associated with accountable care arrangements. This white paper provides perspectives on how the ACO has or will impact the hospital sector. This work was supported by a grant from the Robert Wood Johnson Foundation.
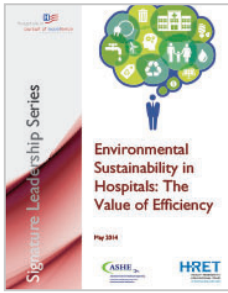
Navigating the Gap Between Volume and Value

June 2014

Building on the 2013 HPOE guide on value-based contracting this guide provides additional financial resources. Hospital executives will find step-by-step information on the financial planning process and how it can help your organization evaluate the impact of repositioning initiatives as you move toward value-based care and payment.

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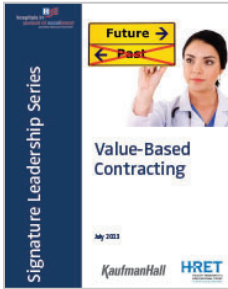
Environmental Sustainability in Hospitals: The Value of Efficiency

May 2014

This guide was produced in collaboration with ASHE and aims to help hospital and care system leaders navigate the world of sustainability and build upon their organizations' existing efforts. Hospitals are at different points on the journey toward sustainability.

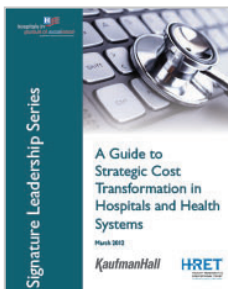## Value-Based Contracting

July 2013

The nation's health care system is undergoing dramatic change as the country shifts to a value-based business model. This guide provides specific guidance related to assessment, and financial, operational and implementation issues organizations should examine as they consider value-based contracting arrangements.

The Commonwealth Fund Issue Brief - Hospitals on the Path to Accountable Care: Highlights from a 2011 National Survey of Hospital Readiness to Participate in an Accountable Care Organization
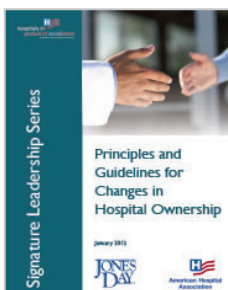
August 2012

Accountable care organizations are forming in communities across the country. In ACOs, health care providers take responsibility for a defined patient population, coordinate their care across settings, and are held jointly accountable for the quality and cost of care.

A Guide to Strategic Cost Transformation in Hospitals and Health Systems
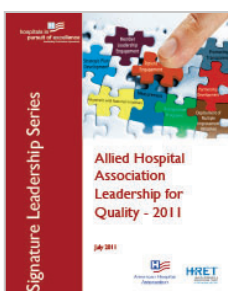
March 2012

As health care moves to a value-based business model, health care payments will likely be reduced, while care efficiency, quality, outcomes and access will be expected to improve. To continue meeting community health care needs in the new delivery and payment environment, hospitals and health system leaders need to think strategically about managing cost.

Principles and Guidelines for Changes in Hospital Ownership

January 2012

Market forces are driving renewed interest in integration that may result in changes in the ownership or control of hospitals, such as through mergers with or acquisitions by other hospitals, the formation of integrated delivery networks or the development of accountable care organizations.

Allied Hospital Association Leadership for Quality
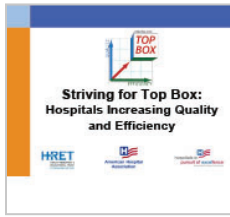
July 2011

Using examples from the applicants for the American Hospital Association's inaugural Dick Davidson Quality Milestone Award for Allied Association Leadership, this guide describes the common elements of implementing successful performance improvement initiatives among hospitals and health systems.

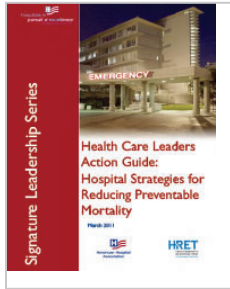For more information on guides and reports, visit:
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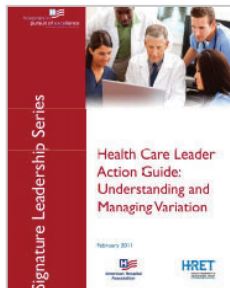## Striving for Top Box: Hospitals Increasing Quality and Efficiency

April 2011

This guide was created to share best practices and key lessons from innovative organizations on a variety of topics including care coordination, health and wellness, equity of care, and new payment and care delivery models.

A Health Care Leader Action Guide: Hospital Strategies for Reducing Preventable Mortality
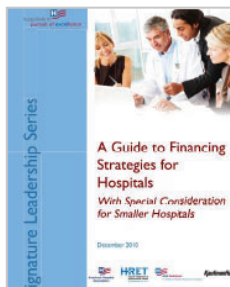
February 2011

This guide is designed to assist hospital leaders in improving quality and performance by outlining eight steps for reducing preventable mortality.

A Health Care Leader Action Guide: Understanding and Managing Variation

February 2011

The guide includes practical steps to understanding and managing variation and a list of best practices and case studies as examples and resources for hospital leaders to use for implementing key interventions.

A Guide to Financing Strategies for Hospitals - With Special Consideration for Smaller Hospitals
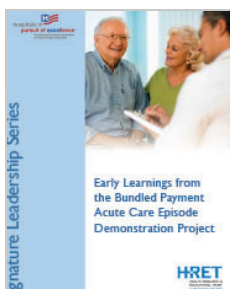
December 2010

This guide explores seven strategies that can help hospitals achieve the best possible capital access.

AHA Committee on Research: Strategic Issue Forecast Report

November 2010

The purpose of the Strategic Issues Forecast 2015 is to focus on long-term strategic issues affecting hospitals and health systems in the 2011 to 2015 horizon. By doing so, the report is meant to help drive transformation in health care.

Early Learnings from the Bundled Payment Acute Care Episode Demonstration Project
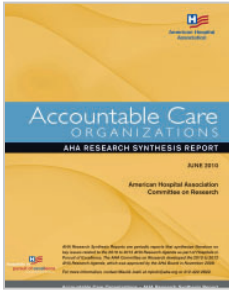
July 2010

An overview and summary of lessons learned from the CMS Acute Care Episode Demonstration Project, which tested the effect of bundling Part A and B payments for episodes of care improve coordination, quality and efficiency of care.

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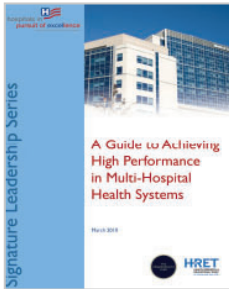## AHA Research Synthesis Report: Accountable Care Organizations

June 2010

This guide presents ideas to consider in developing an ACO and reviews the key competencies needed in order to be an ACO.

AHA Research Synthesis Report: Bundled Payment

March 2010

The report presents an overview of bundled payment, including evidence of its impact in the public and private sector, as well as questions that must be considered.

A Guide to Achieving High Performance in Multi-Hospital Health Systems

March 2010

The guide provides numerous tools leaders can use to help drive performance improvement regardless of whether they are part of a health system with the lessons are transferable to all hospitals.