

2020 STRATEGIC PLAN

ADVANCING HEALTH IN AMERICA



• OUR VISION •

A society of healthy communities where all individuals reach their highest potential for health.

• OUR MISSION •

Advance the health of individuals and communities. The AHA leads, represents and serves hospitals, health systems and other related organizations that are accountable to the community and committed to health improvement.



American Hospital
Association™

Advancing Health in America



A MESSAGE FROM THE AHA

As we enter 2020, our complex environment of political, social and economic forces shaping health care is ever-changing and frequently uncertain. That's why the AHA continuously reviews and shifts our strategies to not only respond to the environment, but to proactively create the future we want for our patients and communities.

The AHA's 2020 Strategic Plan will keep us on course to do just that. It puts a special focus on the needs of the individual, from clinical needs and connectivity with providers to the affordability of health care. It also emphasizes how innovation will help us achieve our goals. Of course, our advocacy efforts are key to our strategy for preparing the field for the future, enhancing public trust and confidence, and ensuring hospitals and health systems have the resources to provide high-quality care to the patients and communities they serve.

We all know this is a time of great change in health care. But change doesn't scare us because change is what hospitals and health systems do: Think about how anesthesia changed surgery. Think about how vaccines have allowed us to prevent deadly diseases. Think about how imaging has changed our diagnostic abilities, and how robotics has changed certain surgeries. Think about how data, electronic health records, predictive analytics, personalized medicine and artificial intelligence are currently changing how we treat patients and improving their health outcomes.

Change means the opportunity to improve. Change means better care for our patients. Change means preparing for the future. Right now, we have the opportunity – perhaps the opportunity of a lifetime – to shape the future of health care so our families, friends and neighbors receive the best care.

The 2020 Strategic Plan is designed to help members make the most of this opportunity and adapt to the unique circumstances they face ... all with the goal of advancing health in America. We will always emphasize our enduring role in society, and the blue and white "H" will always be a symbol of hope and healing. **By embracing change, we will help our communities reach their highest potential for health.**



Melinda L. Estes, M.D.
President and CEO, Saint Luke's
Health System; 2020 AHA Chair



Rick Pollack
President and CEO, AHA

ENVIRONMENTAL CONTEXT

- ▶ Patients and families demanding better value and shouldering more of the cost
- ▶ Rapid increase of new entrants in the market
- ▶ Technology and digital health
- ▶ Population Shifts: Baby boomers, millennials in the workforce and chronic diseases are on the rise
- ▶ Uncertain regulatory environment
- ▶ Limited public funding
- ▶ Intensifying cost pressures
- ▶ A variety of stakeholders seeking new innovations
- ▶ Development of new business models, services, scale and scope

OUR COMMITMENTS

ADVANCING HEALTH IN AMERICA

"H" of the future: **H**ospitals, **H**ealth systems and **H**ealth organizations are transforming and will continue to lead to provide a network that improves the health of communities. Hospitals and health care systems are committed to **Advancing Health In America** through:



ACCESS

Access to affordable, equitable health, behavioral and social services



HEALTH

Focus on holistic well-being in partnership with community resources



INNOVATION

Seamless care propelled by teams, technology, innovation and data



AFFORDABILITY

The best care that adds value to lives



INDIVIDUALS AS PARTNERS

Recognize the diversity of individuals and serve as partners in their health



AMPLIFIED FOCUS ON THE INDIVIDUAL

Our commitments to Access, Health, Innovation and Affordability are focused on strong partnerships with patients. We cannot advance these commitments without recognizing that the way we engage with individuals is changing. The individual increasingly views health care through the lens of consumerism. Hospitals and health systems want to achieve the same outcomes that consumers expect, such as:

- ▶ Patient engagement and empowerment
- ▶ Transparency of out-of-pocket costs
- ▶ Convenient care in both physical and virtual locations
- ▶ Connections for a digital world
- ▶ Personalized care
- ▶ Patient health data ownership
- ▶ Coordinated care assisted by people and data
- ▶ Information and decision support tools

OUR FOCUS

ISSUES

- ▶ Access and coverage
- ▶ Advancing clinical care
- ▶ Affordability
- ▶ Delivery and payment models
- ▶ Regulatory relief
- ▶ Innovation capacity
- ▶ Emerging priorities
- ▶ Workforce and leadership
- ▶ Training the next generation of clinicians
- ▶ Sustaining rural health care

- ▶ Enhancing public trust and confidence
- ▶ Driving member value and engagement
- ▶ Preparing the field for the future
- ▶ Creating a high-performing association

GOALS

OUR APPROACH

ADVOCACY AND MEMBER SOLUTIONS

ADVOCACY STRATEGY

AHA advocacy efforts center on positively influencing the public policy environment for patients, communities and the health care field. The AHA advances key issues through a variety of advocacy strategies such as:

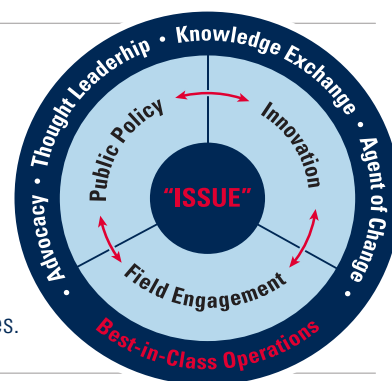
- ▶ Grassroots efforts through the mobilization of millions of individual supporters
- ▶ ‘Grass-tops’ action to amplify our voice through key media and stakeholders
- ▶ Sustained engagement with top policymakers
- ▶ Legal advocacy to protect and support hospitals, patients and communities in the courts
- ▶ Data-driven research regarding the impact of potential policy changes
- ▶ Focused advertising through a variety of media

THE AHA PROVIDES VALUE, GUIDANCE AND FORESIGHT THROUGH:



ORGANIZATIONAL ALIGNMENT: ONE AHA

Regardless of how the “H” is defined, the AHA represents all types of hospitals and health systems by aligning Public Policy, Innovation and Field Engagement to cohesively address issues important to members. Our best-in-class operations will strengthen efficiency and effectiveness, and amplify progress on priority issues.



The AHA is the trusted partner of hospitals and health systems and stands ready to work in collaboration to advance health in America. Visit www.aha.org for more.