

2021 STRATEGIC PLAN

ADVANCING HEALTH IN AMERICA

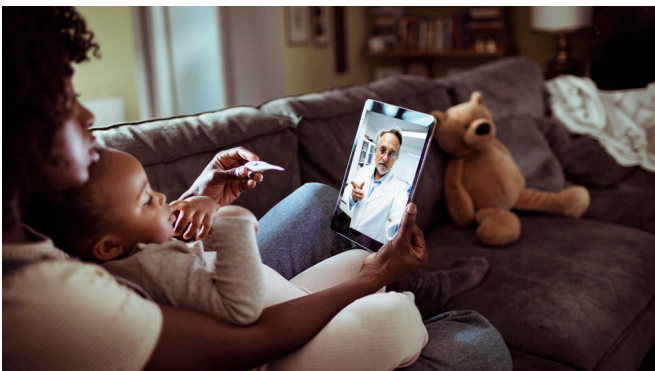


• OUR VISION •

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

All progress starts with a plan. Sometimes events intercede and plans are revised, postponed or even knocked off the rails completely, as the events of 2020 emphatically taught us. Regardless, a plan is still the necessary starting point, the trail head leading from here to where we want to be.

In that spirit, this document lays out our best thinking about the current state of health care as we commence a new year. Our strategic blueprint raises questions, suggests answers and approaches, and keeps our attention directed to those issues and challenges that most strongly impact hospitals, health care systems and our incredible health care workforce.

The AHA's 2021 Strategic Plan's recommendations span BC/DC/AC; that's before, during and after COVID. What parts of our previous agenda can be revived again or enhanced based on what we've learned from COVID? Since the pandemic is still very much with us, what are the best policies to pursue right now in support of our health care providers? And what should define our goals in the AC—after COVID—time to come?

These are questions with profound implications for the future of health care in America. This strategy map for the near future aims to highlight the most relevant trends, issues and challenges, and keep us on the same page about how to address them.

Some of the focus points in this plan are not new. Digitalization and virtualization of health care practice, for example, were well underway prior to COVID-19, and only accelerated during the past year. But other trends, such as the significant bump in applications to medical school, are very recent and may be recognized in a future strategic plan.

We hope that AHA's 2021 Strategic Plan will be useful to you and provide a framework for charting the future of your own organization. It is fluid and will be adjusted as necessary.

Planning for the future is time well spent. For health care professionals, the past year could not have been more challenging. But neither could it have been more rewarding as we served our patients and communities.



Rod Hochman, M.D.

President and CEO, Providence
St. Joseph Health, 2021 AHA Chair



Rick Pollack

President and CEO,
American Hospital Association

ENVIRONMENTAL FACTORS

- ▶ Expectations for personalized and efficient care will accelerate the drive to develop a consumer-centric patient care experience
- ▶ Innovation and disruption will include greater uptake of new technology and additional virtual and retail providers
- ▶ Transparency requirements for payers and providers may offer challenges as well as new pricing models
- ▶ A new Administration and Congress setting the regulatory and legislative health agenda
- ▶ Increased public-private partnerships will be a takeaway from COVID-19 and bring new approaches to our work
- ▶ Data interoperability and the power of big data remain an under-leveraged asset
- ▶ Opportunities exist for supply chain improvements and new workforce management models



OUR PLAN

ADVANCING HEALTH IN AMERICA

2020 has been a year for the ages. And, it seems that 2021 will start on the same path. So, it's not surprising that AHA will adopt an unusual approach to strategic planning for 2021.

With the guidance from the AHA Board of Trustees, we modified our approach to planning for both 2020 and 2021. In early spring 2020, we shelved the original 2020 Strategic Plan and turned to all things COVID-19. As the weeks and months unfolded, we adjusted to coexist with the pandemic for the foreseeable future. That coexistence may look different once developing therapeutics and vaccines become widely available; however, we have been modifying our plans on a week-to-week basis as surges and science continue to throw us variables.

In order to provide both the AHA and our members with thought leadership during these unprecedented times, we hosted a series of seminars to probe such issues as: leadership in crisis, disrupters, new competitors, technology and the challenges of creating equity in care access and outcomes. As a result of these discussions and the current state of science, the AHA Board of Trustees approved the use of a rolling planning process for 2021. This will complement the rolling financial plan for the coming year as well.

We continue our pre-pandemic "Seizing the Conversation" efforts with the public and policymakers to proactively promote the vital role of hospitals and health systems. One small silver lining of the pandemic, it decidedly shines a spotlight on the critical nature of our members. The current environment also allows AHA to strike a distinctive difference between how the health care system fits into the pandemic response, and the financial implications of that, as compared to how other stakeholder groups, such as technology and medical devices, insurers and pharmaceutical firms have contributed and profited.

Finally, although our 2021 Strategic Plan will, by necessity, be fluid, the AHA intends to undertake an aggressive, longer range plan in early to mid-2021. A path to 2025 will be paved, recognizing the vast differences of our environment and the field in a post-pandemic world.

DRIVERS FOR 2021

COEXISTING WITH A PANDEMIC WHILE REINVENTING HEALTH CARE

- ▶ Optimize virtual and digital care delivery model
- ▶ Improve the predictability and stability of health care's finances to ensure the viability of essential services
- ▶ Recognize the risks and opportunities of innovators and disruptors
- ▶ Predict the future through data analytics
- ▶ Address inequity in access to care and health outcomes
- ▶ Reduce the fragmentation across the health care delivery system from public health to preventative to acute and long-term care
- ▶ Solve for workforce challenges: resilience, shortages, reskilling
- ▶ Apply the demands of consumerism to health care

OUR FOCUS

ISSUES

- ▶ Access and Coverage
- ▶ Coexisting with COVID-19: Relief, Recovery & Rebuilding
- ▶ Advancing Equitable Clinical Care
- ▶ Delivery and Payment Models
- ▶ Regulatory Relief
- ▶ Member Engagement
- ▶ Seizing the Conversation
- ▶ Innovation Capacity
- ▶ Workforce Challenges
- ▶ Behavioral Health Challenges

- ▶ 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:

ADVOCACY/ REPRESENTATION	THOUGHT LEADERSHIP	KNOWLEDGE EXCHANGE	AGENT OF CHANGE
 Advancing field priorities in Congress, with the Administration, in courts, in media, in public opinion and beyond.	 Highlighting thoughts, data, insights and solutions that are new or do not yet have consensus.	 Facilitating the exchange of information and best practices in a way participants can understand and apply it.	 Supplying tools and information to empower people to enact change in organizations, systems and communities.

WE ARE 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.