Care Delivery Transformation Framework: A Discussion Guide for Hospital Leaders

Hospitals and health care systems across the United States are transforming care delivery to better meet the needs of their patients and communities across their lifespans while bolstering long-term financial sustainability. The American Hospital Association's Care Delivery Transformation Framework offers curated resources to help hospitals develop innovative improvement strategies.

This discussion guide can help hospital leaders foster conversations with their teams and identify opportunities to transform care delivery. Use the guide to identify priority tactics and design an action plan to address a specific issue using an integrated approach.

How to Use This Discussion Guide

Assemble your team. Make sure that you have stakeholders present from across your organization. It is important to hear perspectives from your clinicians, quality improvement leaders, lay health care providers, patients, community partners and health care administrators.

Create time and space for conversation. These discussion questions may elicit in-depth, nuanced conversations, so we recommend convening your team in a time and place where everyone can devote their attention to the issues.

Space out your conversations. You do not need to complete this discussion guide in one sitting. Divide up the discussion topics into manageable blocks of time.

You do not have to have all the answers. This discussion guide asks a lot of questions — you might not have the answers on hand. Ask team members to review questions in advance so they can investigate the data and follow up on outstanding questions.

Give yourself time to reflect. These questions will prepare you to think critically about how your organization is addressing care delivery transformation. It will be important for all team members to bring humility and an open mind to the conversation.

What's next? Use your team discussions as a launching point. Care delivery transformation strategies should be customized to the unique situation of your hospital and community.

American Hospital Association™
Advancing Health in America

Reflect and Understand

Reflect on Elements of Care Delivery Transformation

1. What elements of the framework resonate with you?

2. How is your hospital transforming care delivery? What strategies are you prioritizing to change the way that care is delivered?

3. What elements of care delivery transformation are important for your organization's future? What about the future of the health care field?

4. Thinking across your organization, what factors will enable it to transform? What factors will hold it back?

Understand Your Hospital's Current State

1. Who are the key stakeholders engaged in this work currently? Are all the right people involved in designing strategies? Whose perspective might you be missing?

2. What care delivery strategies are you currently implementing? What is working well?

3. What care delivery programs or initiatives is your organization particularly proud of? Can these be scaled up?

4. What will drive your organization's care delivery transformation forward? What factors are holding you back?

Design Your Strategy

1. What care delivery- or health outcome-related challenge are you trying to solve at your organization? This can be a new problem or an effort to re-examine existing work. Be as specific as you can.

2. Identify a care delivery strategy from each realm in the Care Delivery Transformation Framework that would most help you address the challenge:

   ❏ **Clinical Setting:** _____

   ❏ **Community Setting:** _____

   ❏ **Linking Care to Community:** _____

3. For each care delivery strategy selected by your team, discuss the questions below and write your answers in the table.

American Hospital Association™
Advancing Health in America

❏ **Clinical Setting:** _____

What resources (financial, human, technological) will you need? What assets do you have?	
Who are the key stakeholders in this work? Who might champion this strategy?	
What does success look like? What metrics need to be tracked to measure progress?	
What are the key milestones for this initiative? When do you expect each to be complete?	

American Hospital Association™
Advancing Health in America

What factors enable you to make changes in this area? What is holding you back?	
Consider the areas included in the Operational Infrastructure layer. What are the most important ones to have in place to support your identified care delivery strategies?	
Consider the areas in the Foundational Principles layer. What are the most important ones to have in place to support your identified care delivery strategies?	
Identify three actions you can take that would support your care delivery transformation goal.	1. 2. 3.

American Hospital Association™

Advancing Health in America

❏ **Community Setting:** _____

What resources (financial, human, technological) will you need? What assets do you have in your hospital and community? Who can you partner with?	
Who are the key hospital-based stakeholders in this work? Who are the key community stakeholders? Who might champion this strategy?	
What does success look like? What metrics need to be tracked to measure progress?	
What are the key milestones for this initiative? When do you expect each to be complete?	

American Hospital Association™

Advancing Health in America

What factors enable you to make changes in this area? What is holding you back?	
Consider the areas included in the Operational Infrastructure layer. What are the most important ones to have in place to support your identified care delivery strategies?	
Consider the areas in the Foundational Principles layer. What are the most important ones to have in place to support your identified care delivery strategies?	
Identify three actions you can take that would support your care delivery transformation goal.	1. 2. 3.

American Hospital Association™

Advancing Health in America

❏ **Linking Care to Community:** _____

What resources (financial, human, technological) will you need? What assets do you have?	
Who are the key hospital and community stakeholders in this work? Who might champion this strategy?	
What does success look like? What metrics need to be tracked to measure progress?	
What are the key milestones for this initiative? When do you expect each to be complete?	

American Hospital Association™
Advancing Health in America

What factors enable you to make changes in this area? What is holding you back?	
Consider the areas included in the Operational Infrastructure layer. What are the most important ones to have in place to support your identified care delivery strategies?	
Consider the areas in the Foundational Principles layer. What are the most important ones to have in place to support your identified care delivery strategies?	
Identify three actions you can take that would support your care delivery transformation goal.	1. 2. 3.

American Hospital Association™

Advancing Health in America