



# STRATEGIC PLAN

*October 2020*

# STRATEGIC PLANNING COMMITTEE MEMBERS\*

**Janice Nevin, MD, MPH (Chair)**

President and CEO  
CHRISTIANACARE HEALTH SYSTEM

**Kim Hollon**

President and CEO  
SIGNATURE HEALTHCARE - BROCKTON HOSPITAL

**Steve Arner**

President of Carilion Medical Center/  
Chief Operating Officer  
CARILION ROANOKE MEMORIAL HOSPITALS

**Mark Jones**

President  
ORLANDO REGIONAL MEDICAL CENTER

**Brenda Battle, BSN, MBA, RN**

Vice President, Care Delivery Innovation and  
Urban Health  
THE UNIVERSITY OF CHICAGO MEDICINE

**Joseph Landsman**

President and CEO  
UNIVERSITY OF TENNESSEE MEDICAL CENTER

**Rohit Bhalla, MD, MPH**

Senior Vice President, Clinical Affairs and Quality;  
Chief Clinical and Quality Officer  
STAMFORD HOSPITAL

**Cam Patterson, MBA, MD**

Chancellor  
UNIVERSITY OF ARKANSAS FOR MEDICAL SCIENCES (UAMS)

**Jacob Cintron**

CEO  
UNIVERSITY MEDICAL CENTER OF EL PASO

**Wayne Riley, MD, MPH, MBA**

President  
SUNY DOWNSTATE MEDICAL CENTER

**Jonathan Curtright, MPH**

CEO and Chief Operating Officer  
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**Rene Santiago, MPH**

Deputy County Executive  
SANTA CLARA VALLEY HEALTH AND HOSPITAL SYSTEM

**Darcy Davis**

CEO  
HEALTH CARE DISTRICT OF PALM BEACH COUNTY

**Ninfa Saunders**

President and CEO  
NAVICENT HEALTH

**James Fanale, MD**

President and CEO  
CARE NEW ENGLAND HEALTH SYSTEM

**Eric Wagner, MBA**

Executive Vice President  
MEDSTAR WASHINGTON HOSPITAL CENTER

**Joseph Webb, MSHA, ScD**

CEO  
NASHVILLE GENERAL HOSPITAL AT MEHARRY

\* Institutional affiliation was current at the time of the individual's tenure.

## MISSION

America's Essential Hospitals champions excellence in health care for all, regardless of social or economic circumstance, and advances the work of hospitals and health systems committed to ensuring access to care and optimal health for America's most vulnerable people.

## VISION

To be the most effective voice for excellence and equity in health and health care.

## MEMBER COMMITMENT TO SERVICE

America's Essential Hospitals members commit to providing access to high-quality health care to all, especially vulnerable people. We are innovative hospitals and health systems that constantly strive to deliver the most efficient and effective care for those in greatest need, improving patient outcomes and quality of life in the communities we serve. Members are committed to addressing racism as a public health threat and to combatting structural racism and bias and their resulting effects.

## FUTURE STATE

America's Essential Hospitals is the leading advocate for equitable health improvement for vulnerable populations and communities. As a nimble leader in policy development, research, and knowledge translation, the association provides trusted resources and information for the health care industry and policymakers at all levels of government. Thanks to the association's influence, vulnerable people benefit from greater and equitable access to care. Members of America's Essential Hospitals lead the improvement of the overall health of their communities in an uncertain environment.

The nation's essential hospitals provide sustainable, responsive, high-quality care and are recognized for their work to ensure equity and access for all. Members develop best practices and contribute to research that focuses on continuous health system improvement, eliminating health disparities, exceptional patient experience, and healthy communities.

Policymakers actively solicit members and the association for their insights on issues and policies that affect vulnerable people and communities. Because of the association's advocacy, health care measurement and payment systems recognize social risk factors. The association's member hospitals are financially robust and known as the most effective and efficient at caring for all, including the most vulnerable people. They are willing partners with other health care advocates and work cooperatively to improve the health and health care of the communities they serve.

Vulnerable populations and communities now receive the same access to health care services as any other member of society. We have overcome racism as a social determinant of health and of access to care, achieving health equity and strengthening communities and our hospitals. These changes have transformed health and elevated the patient experience for all Americans.



# GOAL 1

**ADVOCATE POLICIES AND RESOURCES THAT  
PROMOTE HEALTH AND HEALTH CARE EQUITY  
FOR VULNERABLE POPULATIONS.**

# OBJECTIVES:

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## 1.1

*Secure and preserve resources for coverage and access for all people.*

## 1.2

*Secure funding essential hospitals need to care for vulnerable populations and help them achieve optimal health.*

## 1.3

*Increase policymaker and key partner awareness of critical issues, such as high uncompensated care, underinsurance, Medicaid underpayment and the impacts of structural racism; and advocate for recognition of social risk factors in federal hospital policy.*

## 1.4

*Increase capacity to monitor state-level essential hospital policy issues.*

## 1.5

*Increase the use of timely data to communicate how essential hospitals ensure healthy communities, create vibrant local economies, impact health equity, and strengthen delivery systems.*

## 1.6

*Continue to work with regulators to reduce unnecessary administrative and regulatory burdens.*

# GOAL 2

A black and white photograph of two male doctors in white lab coats. The doctor on the left is older, wearing glasses, and is looking towards the younger doctor on the right. The younger doctor is also wearing glasses and has a stethoscope around his neck. He is smiling and looking back at the older doctor. They are standing in front of a window with horizontal blinds. The doctor on the right has a name tag and a badge that says "UTHealth" on his lab coat.

CHAMPION EQUITY, POPULATION AND COMMUNITY HEALTH, ELEVATED PATIENT EXPERIENCE, AND ACCESS TO HIGH-VALUE CARE.

## OBJECTIVES:

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### 2.1

*Increase member participation in and use of Essential Hospitals Institute research.*

### 2.2

*Improve population and community health and combat bias and structural racism through research, knowledge translation, and national and local partnerships.*

### 2.3

*Promote innovation to achieve high-quality, equitable, cost-effective health care.*

### 2.4

*Expand America's Essential Hospitals' role helping members enhance patient and family experience.*



# GOAL 3

**PROVIDE CRITICAL KNOWLEDGE, INNOVATIONS,  
AND IMPLEMENTATION TOOLS THAT SUPPORT  
MEMBERS' MISSIONS.**

## OBJECTIVES:

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### 3.1

*Enhance the networking and peer-learning activities within existing leadership development programs; embed equity, including the impact of racism and bias, in program curricula.*

### 3.2

*Identify, curate, disseminate, and promote adoption of best practices and innovations.*

### 3.3

*Increase member-to-member knowledge transfer of new and promising practices.*

### 3.4

*Increase adoption of best practices that improve access across geographic regions.*

# GOAL 4



**ENSURE A GROWING ASSOCIATION WITH VIBRANT  
MEMBER ENGAGEMENT.**

## OBJECTIVES:

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4.1

*Increase meaningful volunteer opportunities for member professionals.*

4.2

*Increase membership consistent with the current financial plan.*

4.3

*Ensure that prospective members align with our mission by assessing their characteristics against established criteria.*

4.4

*Grow and diversify association and Institute revenue streams, consistent with the association's mission.*

4.5

*Use focused education programming to position the association as the singular source of expertise on – and membership value for – essential hospitals.*

## ABOUT AMERICA'S ESSENTIAL HOSPITALS

America's Essential Hospitals is the leading champion for hospitals and health systems dedicated to high-quality care for all, including the most vulnerable. We support our 325 members with advocacy, policy development, research, and education. Communities depend on essential hospitals to provide specialized, lifesaving services; train the health care workforce; advance public health and health equity; and coordinate care. Essential hospitals innovate and adapt to lead the way to more effective and efficient care. Learn more at [essentialhospitals.org](https://essentialhospitals.org).

## ABOUT ESSENTIAL HOSPITALS INSTITUTE

Essential Hospitals Institute is the research, education, dissemination, and leadership development arm of America's Essential Hospitals. The Institute supports the nation's essential hospitals as they provide high-quality, equitable, and affordable care to their communities. Working with members of America's Essential Hospitals, we identify promising practices from the field, conduct research, disseminate innovative strategies, and help our members improve their organizational performance. We do all of this with an eye toward improving individual and population health, especially for vulnerable people.



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