<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Affiliation</th>
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<tbody>
<tr>
<td>Janice Nevin, MD, MPH (Chair)</td>
<td>President and CEO</td>
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<tr>
<td>Steve Arner</td>
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<td>Rohit Bhalla, MD, MPH</td>
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<td>UNIVERSITY MEDICAL CENTER OF EL PASO</td>
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<tr>
<td>Jonathan Curtright, MPH</td>
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<tr>
<td>Darcy Davis</td>
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<td>HEALTH CARE DISTRICT OF PALM BEACH COUNTY</td>
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<td>James Fanale, MD</td>
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<td>CARE NEW ENGLAND HEALTH SYSTEM</td>
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<td>Kim Hollon</td>
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<td>President</td>
<td>ORLANDO REGIONAL MEDICAL CENTER</td>
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<td>Joseph Landsman</td>
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<tr>
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<td>Chancellor</td>
<td>UNIVERSITY OF ARKANSAS FOR MEDICAL SCIENCES (UAMS)</td>
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<tr>
<td>Wayne Riley, MD, MPH, MBA</td>
<td>President</td>
<td>SUNY DOWNSTATE MEDICAL CENTER</td>
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<tr>
<td>Rene Santiago, MPH</td>
<td>Deputy County Executive</td>
<td>SANTA CLARA VALLEY HEALTH AND HOSPITAL SYSTEM</td>
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<tr>
<td>Ninfa Saunders</td>
<td>President and CEO</td>
<td>NAVICENT HEALTH</td>
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<tr>
<td>Eric Wagner, MBA</td>
<td>Executive Vice President</td>
<td>MEDSTAR WASHINGTON HOSPITAL CENTER</td>
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<tr>
<td>Joseph Webb, MSHA, ScD</td>
<td>CEO</td>
<td>NASHVILLE GENERAL HOSPITAL AT MEHARRY</td>
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* 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:

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

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

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:

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:

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.

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.