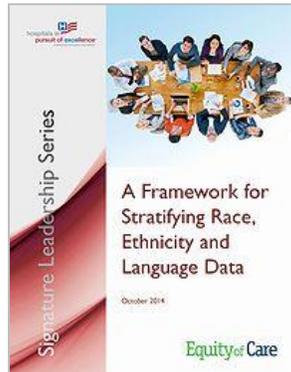


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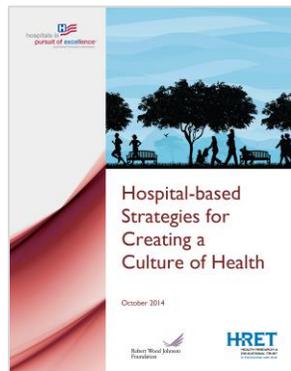
We are delighted to provide you **FREE** and easy access to multiple action guides that Hospitals in Pursuit of Excellence along with its AHA partners - AHA Solutions, American Organization of Nurse Executives, AHA Personal Membership Groups, Center for Healthcare Governance, The Institute for Diversity, Health Forum and others - has produced over the last 2 years through its digital edition. [Subscribe today](#) and begin receiving the digital edition absolutely **FREE**.

The app is available on Android's [Market](#) and Apple's [App store](#).



[A Framework for Stratifying Race, Ethnicity and Language Data](#) – October 2014

This guide provides a framework for hospitals and care systems to stratify patient race, ethnicity and language data and use them to identify and address health care disparities. Each hospital or care system can approach stratifying data differently; however, the general framework for the stratification effort is similar. In the guide you will find sample dashboards and outlined steps.



[Hospital-based Strategies for Creating a Culture of Health](#) – October 2014

Hospital-based Strategies for a Creating Culture of Health provides background on the Robert Wood Johnson Foundation's vision to build a Culture of Health and discusses how hospitals are contributing to community health improvement. The guide reports the findings of HRET's review of 300 community health needs assessments, provides strategic considerations for hospital engagement in community health improvement and offers a model of the hospital's role in building a culture of health.

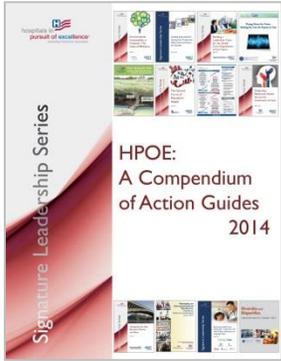


[Reducing the Risks of Wrong-Site Surgery: Safety Practices from The Joint Commission Center for Transforming Healthcare Project](#) – September 2014

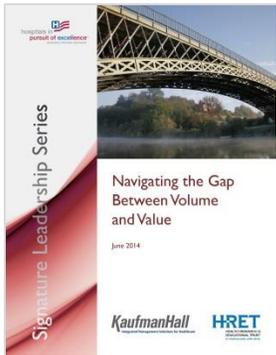
As part of the [Joint Commission Center for Transforming Healthcare](#) wrong-site surgery project, eight U.S. hospitals and ambulatory surgery centers measured the risk of wrong-site surgery in their perioperative processes, pinpointed the contributing causes and developed specific solutions targeted to each one. As a result, the health care organizations significantly reduced the number of surgical cases with risks for wrong-site surgery in four main areas: scheduling, pre-op/holding, operating room and organizational culture.

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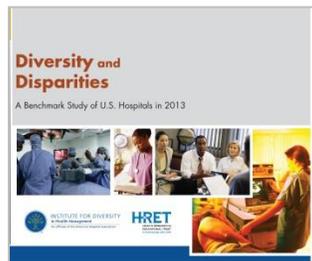
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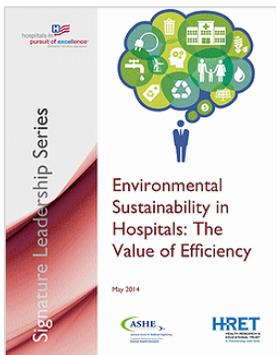
2014 Hospitals in Pursuit of Excellence: A Compendium of Implementation Guides – July 2014
The compendium is a collection of action-oriented resources that can help design and implement strategies that will assist in delivering care that is safe, timely, equitable, effective, efficient and patient-centered. Hospital executives can find information related to population health, equity of care and value-based contracting.



Navigating the Gap Between Volume and Value – June 2014
Building off the 2013 HPOE guide on [value-based contracting](#) guide provides additional financial resources. Hospital executives will find step-by-step information on the financial planning process and how it can help your organization evaluate the impact of repositioning initiatives as you move toward value-based care and payment.



Diversity and Disparities - A Benchmark Study of U.S. Hospitals in 2013 – June 2014
This updated chartpack offers a snapshot of some common strategies used to improve the quality of care that hospitals provide to all patients, regardless of race or ethnicity. The survey results highlight that, while more work needs to be done, advancements are being made in key areas that can promote equitable care, such as collecting demographic data, providing cultural competency training and increasing diversity in leadership and governance.

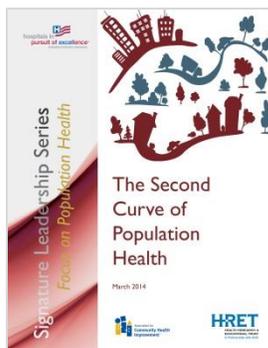


Environmental Sustainability in Hospitals: The Value of Efficiency –May 2014
This guide was produced in collaboration with [ASHE](#) and aims to help hospital and care system leaders navigate the world of sustainability and build upon their organizations' existing efforts. Hospitals are at different points on the journey toward sustainability. Some organizations are leading the charge and developing best practices, while others are addressing the issue for the first time. Leaders should consider options and determine what is right for their organizations.



[Building a Leadership Team for the Health Care Organization of the Future](#) –April 2014

The AHA and Spencer Stuart conducted a survey of hospital and care system senior executives that examined how the shift toward the second curve is affecting the leadership, talent, strategic priorities and organizational models of health care organizations. This guide builds upon prior American Hospital Association reports that outline the value-based second curve of health care by surveying senior leaders on their transition. Included in this guide are results of the survey on how health care leaders are approaching new management roles, recruiting, promoting senior leaders and overcoming gaps in skills.



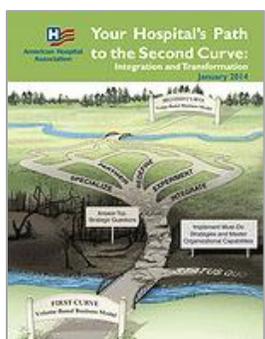
[The Second Curve of Population Health](#) – March 2014

This guide builds upon prior American Hospital Association reports that outlined a road map for hospitals and care systems to use as they transition to the second curve of population health. Though the rate and extent to which hospitals and care systems engage in population health may vary, a significant shift toward population health is anticipated in the next three to five years. The tactics described in this guide provide a framework for initiatives that hospitals and care systems could pursue to develop an institutional infrastructure that supports population health.



[Integrating Behavioral Health Across the Continuum of Care](#) – February 2014

Integrating behavioral health and physical health services across all care settings and in the community moves an organization toward a seamless system of care that offers patients the services they need, when they need them. This [Hospitals in Pursuit of Excellence guide](#) explains the value of integrating physical and behavioral health services, the importance of measuring integration efforts and strategic questions to assist leaders.

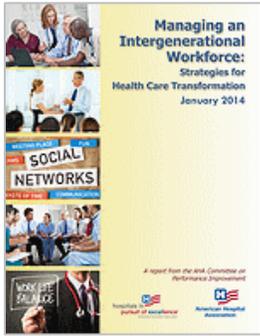


[Your Hospital's Path to the Second Curve: Integration and Transformation](#) – January 2014

Environmental pressures are driving hospitals and care systems toward greater clinical integration, more financial risk and increased accountability. This AHA Committee on Research report outlines strategies to help hospitals and care systems accelerate organizational transformation as they move from volume- to value-based systems and business models. The report also provides guiding questions and a comprehensive assessment that may lead health care organizations toward a customized path or series of paths for transformation.

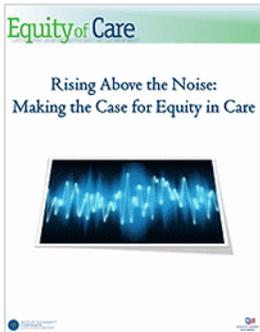
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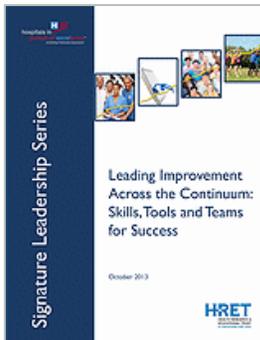
[Managing an Intergenerational Workforce: Strategies for Health Care Transformation](#) – January 2014

The workplace is becoming increasingly diverse and generational differences are contributing to rapidly changing workforce dynamics. This AHA Committee on Performance Improvement report is a call to action for hospitals and care systems to build an organizational culture that develops and nurtures employees of all ages to provide excellent patient care. It outlines three key strategies for organizational leaders to implement: build a strong generational foundation, establish effective generational management practices and build generational competence.



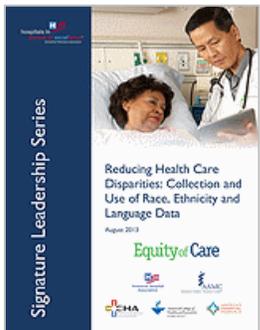
[Rising Above the Noise: Making the Case for Equity in Care](#) – November 2013

This [HPOE slide presentation](#) highlights the business imperative for equity of care. Use this presentation in conversations with hospital staff, community meetings or as part of board discussions. The information shows that achieving equity in care is imperative to improving the health of the population and the success of the hospital and health care systems.



[Leading Improvement Across the Continuum: Skills, Tools and Teams for Success](#) – October 2013

This guide provides two new frameworks, the Improvement Continuum and the Leadership Action Model, for conceptualizing and planning improvement activities. It also includes a Leadership Action Model, a framework for how to use the Improvement Continuum. Equipped with these frameworks, leaders will be better able to design and implement improvement efforts of varying scope across diverse topics.



[Reducing Health Care Disparities: Collection and Use of Race, Ethnicity and Language Data](#) – August 2013

This guide "Reducing Health Care Disparities: Collection and Use of Race, Ethnicity and Language Data," provides a four step approach on how to obtain an accurate REAL data set and discusses how hospitals and care systems can use this data to reduce health care disparities. Additionally, this guide is part of a continuing series of resources offered by the partners in the National Call to Action to Eliminate Health Care Disparities that support hospitals and care systems working to promote equitable care.

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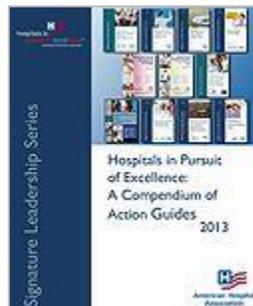
[Value-Based Contracting](#) – July 2013

The nation's health care system is undergoing dramatic change as the country shifts to a value-based business model. The pace of the transition varies by market, but hospitals, care systems and other providers must be proactive. This guide provides specific guidance related to assessment, and financial, operational and implementation issues organizations should examine as they consider value-based contracting arrangements.



[A Leadership Resource for Patient and Family Engagement Strategies](#) – July 2013

This resource gives hospital and health system leaders concrete, practical steps grounded on evidence-based research to improve patient and family engagement in their organizations by: assessing how well the organization is doing; identifying processes and systems to support patient engagement; ensuring staff obtain training for effectively using these systems and processes; intervening to overcome specific obstacles that may emerge; and monitoring progress toward achieving patient and family engagement goals.



[2013 Hospitals in Pursuit of Excellence: A Compendium of Implementation Guides](#) – July 2013

The compendium is a collection of action-oriented resources that can help design and implement strategies that will assist in delivering care that is safe, timely, equitable, effective, efficient and patient-centered.

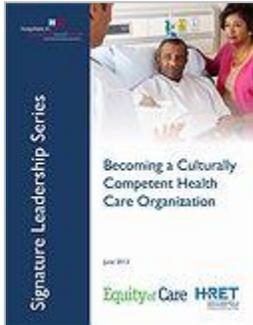


[Eliminating Catheter-Associated Urinary Tract Infection](#) – July 2013

This guide describes a three-step action plan from the On the CUSP: Stop CAUTI project, which helps hospitals and care systems achieve and sustain reductions in CAUTI infection rates. 1. Communicate that infection reduction is an organizational priority 2. Provide implementation support 3. Celebrate success, and support sustainability and spread.

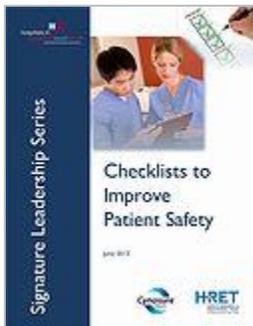
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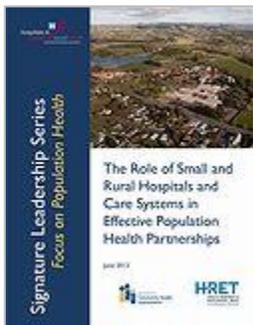
[Becoming a Culturally Competent Health Care Organization](#) – June 2013

It is imperative hospitals and health care systems not only understand the diverse patients and communities they serve but the benefits of becoming a culturally competent organization. This guide describes the benefits, steps and educational techniques of becoming a culturally competent health care organization.



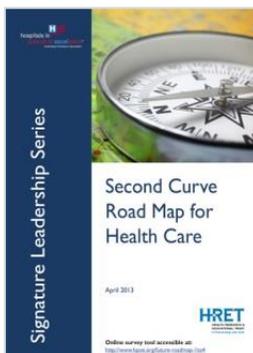
[Checklists to Improve Patient Safety](#) – June 2013

To improve patient safety and quality outcomes, health care professionals are using multiple methods to reduce patient harm and eliminate medical errors. One method being implemented more and more is the checklist. This Hospitals in Pursuit of Excellence guide includes a checklist, developed by Cynosure Health, for each of the 10 areas in The Partnership for Patients Hospital Engagement Network.



[The Role of Small and Rural Hospitals and Care Systems in Effective Population Health Partnerships](#) – June 2013

To become an effective population health manager, a hospital must create effective partnerships. This guide describes how small and rural hospitals and care systems can develop effective population health partnerships that balance the challenges and opportunities encountered in providing health management.

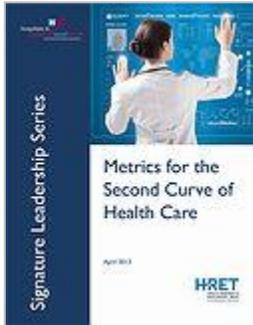


[Second Curve Road Map for Health Care](#) – April 2013

This road map is intended to assist leaders trying to implement major strategies and assess their progress on meeting the second curve that is explained in the Metrics for the Second Curve of Health Care report.

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Metrics for the Second Curve of Health Care – April 2013

Building off of health care futurist Ian Morrison’s first curve to second curve shift, CPI identified characteristics of the first curve (the volume-based curve) and the second curve (the value-based curve). Of the ten must-do strategies, four were identified as major priorities for health care leaders and are expanded on in this guide.



Engaging Health Care Users: A Framework for Healthy Individuals and Communities – January 2013

This guide focuses on actively engaging health care users to improve outcomes and reduce health care costs. This report introduces a continuum for engagement from information sharing to partnerships and recommends entry points for user engagement occurring at different levels of the health care system. Aimed to help hospitals and health care systems become more “activist” in their orientation and move “upstream”—that is, to do more to engage patients and intervene earlier in the disease states.



Advanced Illness Management Strategies: Engaging the Community and a Ready, Willing and Able Workforce Part 2 – December 2012

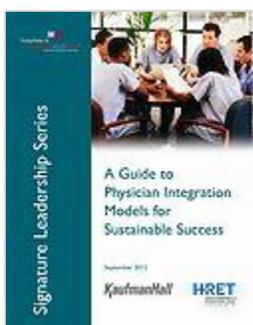
This report expands upon part 1 and explains all three strategies and focuses on patient and community **awareness** and engagement and a ready, willing and able **workforce**. The first CPI report released August 2012, *Advanced Illness Management Strategies Part 1*, examined in depth how hospitals can increase **access** to AIM programs. To access this report <http://www.aha.org/aim-strategies>



Palliative Care Services: Solutions for Better Patient Care and Today's Health Care Delivery Challenges

November 2012

Palliative care specializes in taking care of patients with serious illness and focuses on providing relief from symptoms, pain and stress in order to improve the quality of life for patients and their families.



A Guide to Physician Integration Models for Sustainable Success – September 2012

This guide is authored by Kaufman Hall executives, describes the groundwork and prerequisites required for successful hospital-physician integration. It provides an overview of integration models currently deployed at hospitals and health systems nationwide and offers 12 strategies hospitals and health systems will find useful in navigating the physician-integration pathway. Also included are examples of physician integration initiatives at organizations of different types and sizes, including a hospital, health system, regional medical center, integrated delivery system and university health system.

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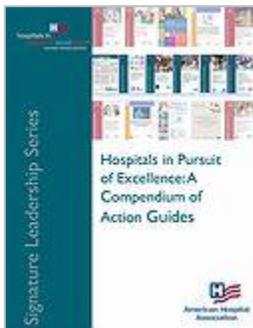
Advanced Illness Management Strategies - August 2012

Effectively integrating AIM into the continuum of care will position the hospital and health system to manage the gap between the first and second curve and support the transition to the second-curve business, care and service delivery model.



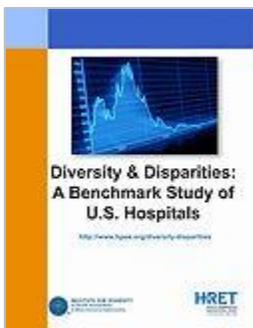
The Commonwealth Fund Issue Brief - Hospitals on the Path to Accountable Care: Highlights from a 2011 National Survey of Hospital Readiness to Participate in an Accountable Care Organization – August 2012

Accountable care organizations (ACOs) are forming in communities across the country. In ACOs, health care providers take responsibility for a defined patient population, coordinate their care across settings, and are held jointly accountable for the quality and cost of care.



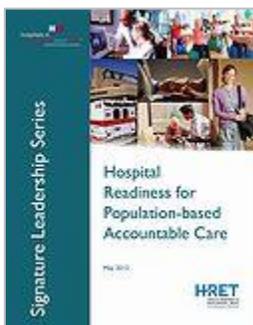
2012 Hospitals in Pursuit of Excellence: A Compendium of Implementation Guides – July 2012

The compendium is a collection of action-oriented resources that can help design and implement strategies that will assist in delivering care that is safe, timely, equitable, effective, efficient and patient-centered.



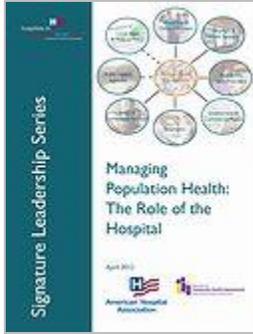
Diversity and Disparities: A Benchmark Study of U.S. Hospitals – June 2012

This chartpack offers a snapshot of some common strategies used to improve the quality of care that hospitals provide to all patients, regardless of race or ethnicity. The survey results highlight that, while more work needs to be done, advancements are being made in key areas that can promote equitable care, such as collecting demographic data, providing cultural competency training, and increasing diversity in leadership and governance.



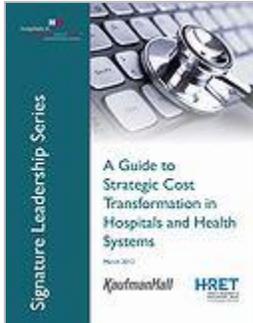
Hospital Readiness for Population-based Accountable Care – May 2012

This report provides hospital leaders with a snapshot of hospitals' current readiness to participate in an ACO, as well as a tool with which to gauge their own organizations' relative preparedness for ACO participation.



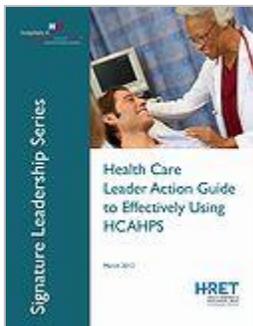
Managing Population Health: The Role of the Hospital – April 2012

To meet patient needs in the current market, hospitals have traditionally focused their efforts on caring for individuals and personalizing care for each person admitted to their facility. Common community health initiatives, such as mobile vans and health screening and education fairs, are sometimes delivered apart from an overall strategy or impact analysis. However, external forces to simultaneously reduce cost, improve quality, and implement value-based payment programs command that organizations examine how to manage the health of their patient populations to improve outcomes.



A Guide to Strategic Cost Transformation in Hospitals and Health Systems – March 2012

As health care moves to a value-based business model, health care payments will likely be reduced, while care efficiency, quality, outcomes and access will be expected to improve. To continue meeting community health care needs in the new delivery and payment environment, hospitals and health system leaders need to think strategically about managing cost.



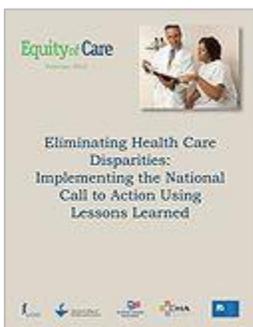
Health Care Leaders Action Guide to Effectively Using HCAHPS – March 2012

This guide describes how HCAHPS data should be used in context with other information about organizational performance. It highlights cultural elements necessary to build a firm foundation for HCAHPS success. Once these foundational elements have been considered, the guide outlines a 5-step approach to using HCAHPS effectively to improve the patient experience, quality and safety.



Improving Perinatal Safety – February 2012

Early elective deliveries have been proven to increase the risk of adverse health outcomes post delivery for both mother and child. As a result, many hospitals and health systems are trying to eliminate elective deliveries before 39 weeks. This guide provides a framework for the quality improvement project, metrics to measure progress and leading case examples.



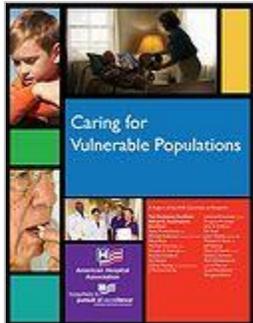
Eliminating Health Care Disparities: Implementing the National Call to Action Using Lessons Learned

February 2012

This guide looks at nine hospitals and health systems and summarizes each organization's key successes toward providing equity in care in one of the three areas: increasing the collection of race, ethnicity, and language preference data, increasing cultural competency training for clinicians and support staff, or increasing diversity in governance and management.

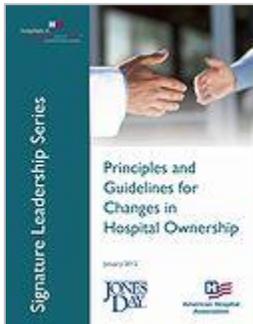
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Caring for Vulnerable Populations – January 2012

In 2011, The AHA Committee on Research examined emerging hospital-centered practices in effective care coordination for vulnerable populations, focusing the examples on the critical “dual eligible” population – individuals eligible for both Medicare and Medicaid. The report explores the necessity for organizations to pursue improved care coordination strategies for dual eligibles and other vulnerable populations.



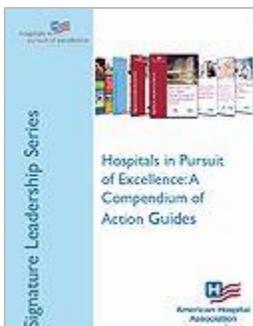
Principles and Guidelines for Changes in Hospital Ownership – January 2012

Market forces are driving renewed interest in integration that may result in changes in the ownership or control of hospitals, such as through mergers with or acquisitions by other hospitals, the formation of integrated delivery networks or the development of accountable care organizations.



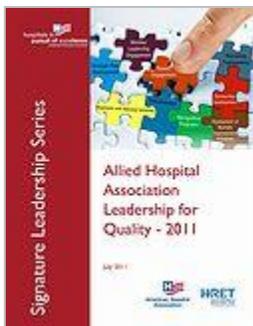
Hospitals and Care Systems of the Future – September 2011

Analyzing the results of exploratory interviews, this inaugural publication from AHA’s Committee on Performance Improvement identifies must-do, priority strategies and core competencies that hospitals and care systems should establish to remain successful in this era of sweeping change throughout the industry.



2011 Hospitals in Pursuit of Excellence: A Compendium of Implementation Guides – July 2011

The compendium includes the latest HPOE guides on equity, variation, health and wellness, patient safety, and financing. Together with the AHA’s recent series of Research Synthesis Reports and the executive summaries of the 2010 HPOE guides, this collection provides a wealth of resources that can help you design and implement the strategies that will take your organization to the next level of performance and achieve new heights in delivering care that is safe, timely, equitable, effective, efficient and patient-centered.

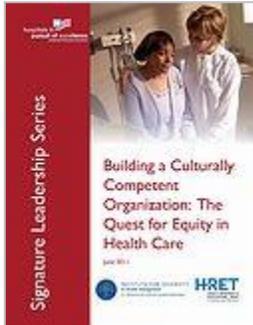


Allied Hospital Association Leadership for Quality – July 2011

Using examples from the applicants for the American Hospital Association’s inaugural Dick Davidson Quality Milestone Award for Allied Association Leadership, this guide describes the common elements of implementing successful performance improvement initiatives among hospitals and health systems.

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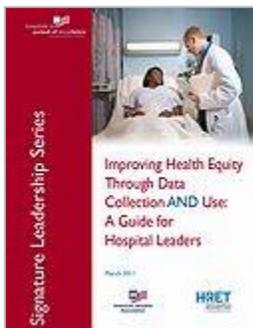
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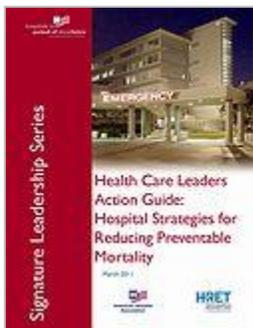
[Building a Culturally Competent Organization: The Quest for Equity in Health Care](#) – June 2011
This guide explores how hospitals and health systems can increase their cultural competency in order to provide care that is respectful of patients' diverse values, beliefs and behaviors.



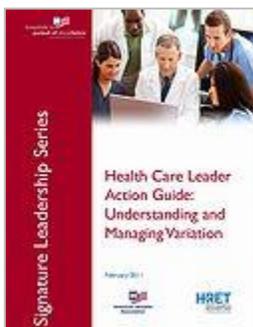
[Striving for Top Box: Hospitals Increasing Quality and Efficiency](#) – April 2011
This guide was created to share best practices and key lessons from innovative organizations on a variety of topics including care coordination, health and wellness, equity of care, and new payment and care delivery models.



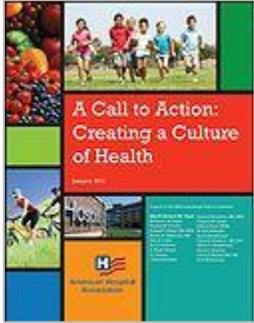
[Improving Health Equity Through Data Collection AND Use: A Guide for Hospital Leaders](#) – March 2011
This guide explores key strategies that hospitals have adopted to collect race, ethnicity, and primary language data about their patients and use the data in efforts to overcome disparities in care.



[A Health Care Leader Action Guide: Hospital Strategies for Reducing Preventable Mortality](#) – February 2011
This guide is designed to assist hospital leaders in improving quality and performance by outlining eight steps for reducing preventable mortality.

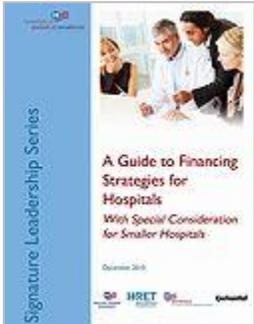


[A Health Care Leader Action Guide: Understanding and Managing Variation](#) – February 2011
The guide includes practical steps to understanding and managing variation and a list of best practices and case studies as examples and resources for hospital leaders to use for implementing key interventions.



[Call to Action: Creating a Culture of Health](#) – January 2011

This comprehensive report highlights current practices that hospitals use today with their own employees, gives examples of promising practices, and provides how-to recommendations to the field to be leaders of health in their communities.



[A Guide to Financing Strategies for Hospitals - With Special Consideration for Smaller Hospitals](#) –

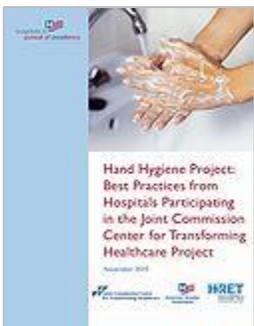
December 2010

This guide explores seven strategies that can help hospitals achieve the best possible capital access.



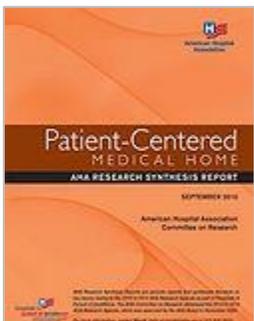
[AHA Committee on Research: Strategic Issue Forecast Report](#) – November 2010

The purpose of the Strategic Issues Forecast 2015 is to look beyond the 2010-2012 AHA Research Agenda and to focus on long-term strategic issues affecting hospitals and health systems in the 2011 to 2015 horizon. By doing so, the Strategic Issues Forecast 2015 is meant to help drive transformation in health care.



[Hand Hygiene Project: Best Practices from Hospitals Participating in the Joint Commission Center for Transforming Healthcare Project](#) – November 2010

This multi-case study describes how eight hospitals used Lean Six Sigma to examine and improve work processes and identify causes and targeted solutions for failure to clean hands.

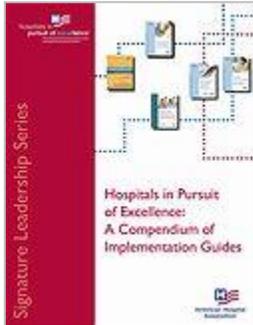


[AHA Research Synthesis Report: Patient-Centered Medical Home \(PCMH\)](#) – September 2010

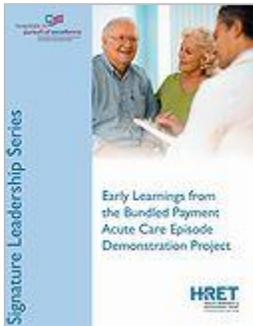
This synthesis report presents an overview of the Patient-Centered Medical Home (PCMH), including key features, discussion of federal, state, and private sector medical home models, and considerations for hospitals interested in developing a PCMH.

For more information on HRET/HPOE guides and reports contact:

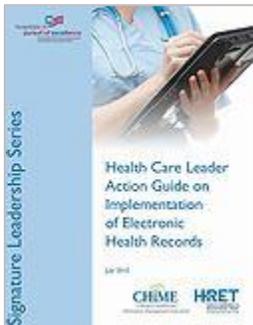
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[2010 Hospitals in Pursuit of Excellence: A Compendium of Implementation Guides](#) – July 2010
This compendium of guides, reports, and toolkits provides a wealth of actionable resources to help you design and implement strategies as you take your hospital to the next level of performance and address the challenges and opportunities of implementing health care reform.



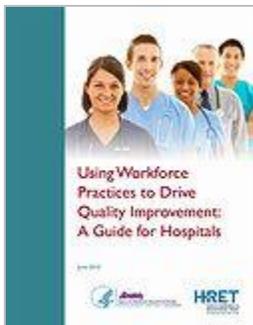
[Early Learnings from the Bundled Payment Acute Care Episode Demonstration Project](#) – July 2010
An overview and summary of lessons learned from the CMS Acute Care Episode Demonstration Project, which tested the effect of bundling Part A and B payments for episodes of care improve coordination, quality and efficiency of care.



[Health Care Leader Action Guide on Implementation of Electronic Health Records](#) – July 2010
This report provides a roadmap to help senior executives develop a strategy to use EHRs that advances the organization's ability to deliver care that is safer, effective and efficient.



[AHA Research Synthesis Report: Accountable Care Organizations](#) – June 2010
This guide presents ideas to consider in developing an ACO and reviews the key competencies that are needed in order to be an accountable ACO.



[Using Workforce Practices to Drive Quality Improvement: A Guide for Hospitals](#) – June 2010
This guide provides practical advice on workforce practices that hospitals can adopt to develop a high-performing workforce that can deliver safe, high quality and efficient health care.

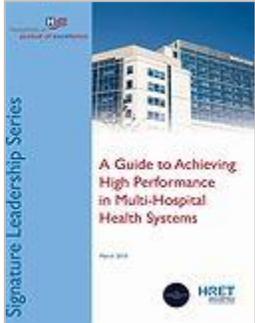
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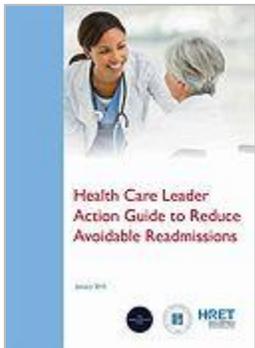
[AHA Research Synthesis Report: Bundled Payment](#) – March 2010

The report presents an overview of bundled payment, including evidence of its impact in the public and private sector, as well as questions that must be considered.



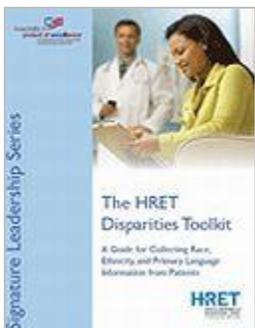
[A Guide to Achieving High Performance in Multi-Hospital Health Systems](#) – March 2010

The guide provides numerous tools that leaders can use to help drive performance improvement regardless of whether they are part of a health system; the lessons are transferrable to all hospitals.



[Health Care Leader Action Guide to Reduce Avoidable Readmissions](#) – January 2010

This guide helps hospital leaders assess, prioritize, implement and monitor strategies to reduce avoidable readmissions during hospitalization, as well as at discharge and post-discharge.



[HRET Disparities Toolkit](#) – updated in 2010

This toolkit provides a comprehensive approach to the collection of race, ethnicity and primary language data and offers guidance on how to improve quality of care and reduce health disparities.

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