

## OUR VISION

Members succeeding in achieving optimal health care value in their communities.

## OUR MISSION

Support members' collaborative commitment to advance the health of their communities.

## OUR PILLARS & GOALS



7335 East Orchard Road | Greenwood Village, CO 80111  
720.489.1630 | [www.cha.com](http://www.cha.com)

STRATEGIC PLAN  
2016-2018

## 1: QUALITY, COVERAGE & ACCESS

Advance improvements in the health care delivery system that assure coverage, access and clinical excellence

### STRATEGIES

- Advance a health care workforce representative of the communities our members serve and reflective of community need
- Promote a patient-centered integrated care model
- Support optimal clinical outcomes to ensure highest value

### RATIONALE

CHA must actively support and advocate for a health care delivery and payment system that ensures health care quality, coverage and access for Coloradans. Supporting the development of a skilled, appropriately deployed workforce capable of achieving this will be critical. As population health needs evolve and care is redesigned to meet expanding needs, CHA must advocate for a well-trained, well-educated, dynamic and team-based workforce representative of the communities they serve able to support the goal of value-based services across the care continuum.

Growing regulatory burdens on members have the potential to raise costs and reduce access. CHA must ensure that state and federal regulatory policy is aligned with a patient-centered integrated care model and supportive of the dynamic nature of the health care market. Members have expressed intensifying concerns over Colorado's behavioral health system, which must increasingly provide preventive services and treatment to a broad range of individuals to combat mental health issues and substance use disorders. In order to deliver on the promise of value-based care and payment, CHA must align members and stakeholders to improve access to behavioral health care and improve payment parity across physical and behavioral health services. As payment will increasingly be based on quality metrics and outcomes, CHA must continue to support its members' quality improvement programs through education and advocacy.

## 2: SYSTEM ALIGNMENT & SUSTAINABILITY

Advance a sustainable reimbursement system that aligns with the delivery system

### STRATEGIES

- Prepare members for value-based payment, population health and improved efficiency
- Develop and support models that sustain health care in rural Colorado communities
- Safeguard the Hospital Provider Fee and other health care funding that benefits Coloradans

### RATIONALE

A top strategic concern for CHA and its members is ensuring adequate reimbursement that will support delivery system reforms. As reimbursement continues to move away from fee-for-service and toward value and risk-based care, members will be faced with growing challenges to reduce and rationalize costs. Increasing competition from niche players will put new pressure on service line margins. CHA must assist its members with acquiring the tools, skills and knowledge to transition to new payment and delivery systems as well as advocate for aligned, sustainable reimbursement. Rural CHA members are especially experiencing financial stress and CHA must ensure rural Coloradans have access to needed care. The Association must be sensitive to the needs of all its member hospitals to ensure the transition to a new delivery system and payment model is successful.



## 3: INNOVATION & ENGAGEMENT

Support an engaged membership capable of adapting to the changing health care environment

### STRATEGIES

- Engage members in effectively communicating hospital value to consumers, key stakeholders, policy makers and community leaders
- Enable system improvements that help consumers navigate the health care system
- Empower members to respond and adapt to disruptive innovation

### RATIONALE

Health care is evolving into a consumer-driven and increasingly retail market for many of its services. Smart phone apps, retail clinics, telehealth providers and other innovations are creating disruptive changes across the traditional health care model, as health insurance coverage nationwide expands. Growing calls from consumers demanding care to be faster, cheaper and easier means payers and employers are moving the industry toward increased transparency and competition based on price and quality. Members must respond and be supported with policies and analytic tools to support their competitiveness in a new retail, transparent marketplace.

As hospitals and health systems respond to consumer demand, members are likely to become more connected to multiple community partners, working together to improve population health in an at-risk payment system. This is a dramatic role change for many hospitals and health systems. Trustees and C-suite teams need support in telling the story of the value of the local hospital to its community as well as redesigning their business models from hospital-centric to broader, sustainable systems that support the health and wellbeing of patients and consumers.