

THE CATHOLIC HEALTH ASSOCIATION

# STRATEGIC PLAN

2021-2023

## Executive Summary

The landscape in which Catholic health care operates is complex, dynamic, challenging, and yet presents various opportunities for the Catholic Health Association of the United States (CHA) to help Catholic health care thrive. Rising health care costs, consumer expectations on value, innovative care delivery models, the aging population, technological advancements with correlating ethical implications, and talent development and retention are a few of the factors influencing the current health care environment. CHA is uniquely positioned to be a catalyst for its membership through strategic advocacy, collaboration and the facilitation of information exchange and promotion of Catholic identity, Church relationships and member engagement.

Following direction from the CHA Board of Trustees and guided by input from CHA members and from data collected on economic, policy and ecclesial factors impacting the future of Catholic health care in the United States, CHA has developed a strategic plan that identifies priorities for the association for the next three years. The plan focuses on four areas where CHA can have the most impact to ensure Catholic health care continues to thrive and fulfills its mission to care for all, with special attention to those who are poor and vulnerable.

**CHA advances the Catholic health ministry of the United States in caring for people and communities.**

## CHA IS

*A passionate voice* for Jesus' mission of love and healing

*A valuable resource* for information, services and programs

*A vibrant community* of members joined in a shared mission



## BY 2023, CHA WILL COLLABORATE WITH MEMBERS TO...



### Increase access to affordable, sustainable, high-quality health care, especially for those who are poor and vulnerable

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#### STRATEGIC DIRECTION

1. Advocate for enhanced and expanded coverage building on the Affordable Care Act and Medicaid.
2. Support policies that strengthen the safety net, with an emphasis on rural and underserved communities.



### Enhance the health and well-being of our communities

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#### STRATEGIC DIRECTION

1. Promote a culture of human dignity that serves as a foundation for eliminating racial disparities through improved health and confronting racism.
2. Enhance Catholic health ministries and community relationships to advance collaboration.



### Articulate and strengthen the Catholic identity of our health ministries

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#### STRATEGIC DIRECTION

1. Translate and give witness to our shared Catholic health identity and core commitments.
2. Enhance ecclesial and Catholic health ministry relationships to advance collaboration.



### Bolster members' ability to thrive

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#### STRATEGIC DIRECTION

1. Support members' ability to provide compassionate, cost-effective care that improves patient experience, outcomes and the health of communities and promotes caregiver well-being.
2. Leverage our unique position as a united voice for the Catholic health ministry.