



National  
Association  
of Public  
Hospitals  
and Health  
Systems



# NAPH STRATEGIC PLAN 2007–2010

AT-A-GLANCE





Our **VISION** is simple—to preserve and protect those hospitals that serve as the foundation of a strong, vibrant health care system that is open to all in our society. Public hospital systems strengthen the health of our nation’s communities. NAPH expects to be a major resource to support the efforts of our members to fulfill that role and mission by delivering high-quality health care services.

After careful review and consideration of the challenges facing our association and its members, NAPH has identified three major **STRATEGIC PRIORITIES** that will guide our activities and member services over the next three years.

This Strategic Plan is a living document and will be executed in **PARTNERSHIP** between NAPH and our members.

---

## SAFETY NET FINANCING

NAPH will anticipate and proactively address current policies and potential future reforms to ensure adequate financing for safety net hospitals and health systems.

---

### IN SUPPORT OF THIS PRIORITY, NAPH WILL:

- Defend current Medicaid safety net financing mechanisms and educate policymakers about the value of the safety net.
- Prepare policy options that address policymakers' concerns about safety net financing, including the need to improve accountability for federal support.
- Develop and refine options for new sources of safety net financing (or replacement for current sources) should the need arise.
- Provide timely analysis and information sharing of state financing activities.
- Advocate for universal health reform and support incremental reform.

---

## QUALITY IMPROVEMENT AND PATIENT SAFETY

NAPH will enhance the quality of patient care in safety net hospitals to strengthen member performance and to underscore the need for continuing financial support.

---

### IN SUPPORT OF THIS PRIORITY, NAPH WILL:

- Conduct educational programs and activities through partnerships with expert organizations and sharing of member expertise in the area of quality improvement and patient safety.
- Assess the impact of key quality measures on NAPH members.
- Define and promote a policy strategy around quality improvement.
- Conduct research and dissemination of best practices related to quality and safety.
- Focus on disparities and cultural competence as a distinct niche for NAPH's focus on quality improvement.

---

## STRENGTHENING OUR INFLUENCE

NAPH will work with our members to strengthen our advocacy efforts at the national, state and community stakeholder level, in order to effectively communicate the value of safety net providers as an essential and high quality component of our nation's health system.

---

### IN SUPPORT OF THIS PRIORITY, NAPH WILL:

- Develop messages that educate the public, the media, and key policymakers about the role and value of safety net hospitals and health systems.
- Engage members in developing effective messages and communications strategies.
- Build upon current initiatives to engage public hospital stakeholders as messengers to make their case to local and national policymakers.

1301 Pennsylvania Avenue, NW, Suite 950  
Washington, DC 20004  
202 585 0100 tel / 202 585 0101 fax

For more information about the National  
Association of Public Hospitals and Health  
Systems, visit our Web site at [www.NAPH.org](http://www.NAPH.org).

NAPH represents more than 100 of America's most important safety net hospitals and health systems. These facilities provide high-quality health services for all patients, including the uninsured and underinsured, regardless of ability to pay. In addition to functioning as the country's default national health insurance system, public hospitals provide many essential community-wide services, such as primary care, trauma care, and neonatal intensive care. Public hospitals also train many of America's doctors, nurses, and other health care providers.