

**AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES**  
**STRATEGIC PLAN: 2009–2011**  
**Progress Report as of September 30, 2009**

**Vision**

To be the premier professional society for healthcare executives dedicated to improving healthcare delivery.

**Mission**

To advance our members and healthcare management excellence.

**Values**

As members of the American College of Healthcare Executives, we are committed to:

**Integrity**

We advocate and emulate high ethical conduct in all we do.

**Lifelong Learning**

We recognize lifelong learning is essential to our ability to innovate and continually improve ourselves, our organizations and our profession.

**Leadership**

We lead through example and mentoring, and recognize caring must be a cornerstone of our professional interactions.

**Diversity**

We advocate inclusion and embrace the differences of those with whom we work and the communities we serve.

**Goal Areas**

- Membership
- Knowledge
- Career Advancement
- Leadership
- Service Excellence

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**Goal Area 1: Membership**

To exceed our members' expectations through enhancements to our credentialing program, chapter development and other programmatic changes that add strategic value.

**Initiatives**

- 1. Support ACHE chapters in the development and effective use of resources to increase value for our members. (Freyer)**

Target Completion Date: Ongoing

**Status:** ACHE continued to increase affiliate awareness and participation at the chapter level through advertising in *Healthcare Executive*, chapter newsletters and Web sites. Four chapter management webinars were offered to chapters covering membership recruitment, advancement to Fellow, chapter newsletter production, and sustainable governance processes. The online 24/7 Chapter Service Center was redesigned to make it easier to navigate and more useful to chapter leaders. One chapter advanced to fully chartered status raising the percentage of chapters in this status to 94 percent. Twenty-four of 72 chapters (33 percent) had recognized 99 or 44 percent of 2009 recipients of an ACHE 2009 Service Recognition Award at local chapter meetings by the end of the third quarter.

- 2. Increase the perceived value of the FACHE credential and promote it to multiple constituencies. (Hahn)**

Target Completion Date: December 31, 2009 and Ongoing

**Status:** The Fellow area of My ACHE has been revised to make it easier for Fellow candidates to track their progress in the advancement process. Three Advancement Information Session webinars have been offered through September with a total attendance of 710 participants. Through September, the FACHE advertisement ran 21 times in *Healthcare Executive*, *Trustee*, *Hospitals & Health Networks* and *Modern Healthcare*.

**Goal Area 2: Knowledge**

To provide our members with the tools and information they need to excel in our profession.

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**Initiatives**

- 1. Expand resources that help chapters deliver high-quality, relevant education programs for our members. (Horwitz / Freyer)**

Target Completion Date: December 31, 2009

**Status:** An initiative has been launched to assess the educational content needs of the Chapters. Staff will interview a representative sample of Chapter leaders to determine the current and emerging topics that could be the basis of new panel discussion templates.

Through the third quarter, chapters have reported 356 chapter education and/or networking events with attendance of 18,306. Ninety-five of these events provided Category I credits and were attended by 4,529 executives.

- 2. Create educational products to address intended audience and delivery modes. (Horwitz)**

Target Completion Date: December 31, 2009

**Status:** Valued-added “Bonus Sessions” were added to cluster seminars in July and September. These 1.5 hour sessions were created to provide additional learning and networking opportunities for those participating in ACHE clusters. Offered without charge, they use existing seminar faculty to teach sessions which follow the end of regular classes. At Lake Geneva and San Diego, Ms. Rita Fritz and Dr. Elwood Headley led sessions on “Minimizing Medical System Failures in Light of Reduced Resources”.

Five new seminars and one online seminar were successfully tested and will be offered by year-end.

- 3. Enhance the Congress on Healthcare Leadership and ensure adequate capacity for its continued growth and value as the premier educational event for Healthcare Executives. (Horwitz)**

Target Completion Date: Ongoing

**Status:** Of the 350 proposals for the 2010 Congress, 127 were selected for numbered session or student track programs. New features of the upcoming Congress include expansion of the Fellows Forums, an additional Hot Topic session and reserving a handful of session slots for “emerging topics.”

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Perhaps the biggest innovation is the launch of Congress Express which is a pilot program that allows a full Congress experience with a reduction in registration fees. With programming offered on Wednesday and Thursday only, express participants can still attend a luncheon session, a reception, two Hot Topics and have the opportunity to earn 12 Category I (ACHE Education) credits.

**Goal Area 3: Career Advancement**

To deliver programs, products and services that advance professional excellence and attract future leaders to the profession.

**Initiatives**

- 1. Recruit future leaders to the field by promoting the profession to high school and undergraduate students. (Hahn)**

Target Completion Date: Ongoing

**Status:** Advertisements were placed on **www.facebook.com** to market directly to students. There were 123,242 visits to **HealthManagementCareers.org** through the third quarter. Postcards will be sent to 13,000 high school and college career counselors next quarter.

- 2. Support the recruitment and retention of early careerists through career enhancing initiatives and programs, the Higher Education Network and chapter programs. (Hahn / Freyer)**

Target Completion Date: Ongoing

**Status:** The Early Careerist Newsletter has been redesigned as an HTML template to increase readability. The new newsletter will debut in the fourth quarter. ACHE completed the third quarter with 159 participants in the Higher Education Network. Regents, or their designees, visited 36 percent of these schools.

- 3. Study the state of residencies and post-graduate administrative fellowships in the field and recommend improvements. (Hahn)**

Target Completion Date: December 31, 2010

**Status:** This initiative is in its final survey phase. Surveys have been sent to recent graduates, program directors, samples of Members and Fellows who have completed postgraduate fellowships and residencies as well as

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CEOs. The surveys will be analyzed later this fall and preliminary results will be reported to the Board.

**4. Provide career enhancing initiatives and programs for mid-level and senior-level careerists. (Morton)**

Target Completion Date: Ongoing

**Status:** A new statement was created and recommended to the Board on “Adopting a Systematic Approach to Bringing Healthcare Executives into a New Position or Organization.”

In addition, the Healthcare Executives Career Resource Center collaborated with the Health Leaders of New York chapter in delivering a new chapter program entitled “Healthcare Executive Career Management in the Web 2.0 Era.”

**Goal Area 4: Leadership**

To support our members in developing and maintaining the attributes of leadership excellence.

**Initiatives**

**1. Sustain the relevance of and adherence to the ACHE Code of Ethics. (Bowen)**

Target Completion Date: Ongoing

**Status:** The Ethics Committee reviews the *Code of Ethics* on an annual basis. The *Code of Ethics* continues to be publicized in *Healthcare Executive*, on **ache.org** and other relevant publications. Further, publications are given permission by request to refer to the ACHE *Code of Ethics*. Two ethical statements concerning “Decisions Near the End of Life,” and “Health Information Confidentiality” were revised and recommended to the Board for their review.

**2. Continue meaningful collaboration with other organizations on behalf of the profession of healthcare management. (Bowen / Horwitz)**

Target Completion Date: Ongoing

**Status:** Plans are underway to offer collaborative educational programs for the American Hospital Association Annual Meeting and the Health

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Forum's Leadership Summit in 2010. ACHE is offering a breakfast session, led by our Canadian Regent, and two panel discussion programs at the Ontario Hospital Association's meeting in November.

- 3. Educate members on critical policy issues (e.g., quality and patient safety, care for the un/under-insured) and the advocacy process so they can be effective advocates for the profession. (Horwitz)**

Target Completion Date: Ongoing

**Status:** A three-hour workshop on "How to Effectively Influence Public Policy" will be presented to the participants of the Senior Executive and Executive Programs during their third cohort session in Orlando. John H. Ferman, principal at Health Policy Alternatives Inc., will lead the session. John will share insights on ways to boost effectiveness when working with local and national legislators and their staff members.

A new seminar on patient safety and medical error reduction is under development. Larry T. Mercer, FACHE and Gary Yates, MD, with Sentara Health System in Virginia, will lead the session. It is based on best practices from healthcare providers and effective models from other industries such as aviation and nuclear energy.

ACHE is working with Blue Cross/Blue Shield Association on a Congress session that will address healthcare reform from the payor's perspective.

- 4. Continue to champion diversity and strengthen the efforts of the Institute for Diversity in Health Management (IFD). (Bowen / Weil)**

Target Completion Date: Ongoing

**Status:** Based on the 2008 survey comparing the career attainments of healthcare executives, a white paper titled What CEOs Need to Know about Race Relations in their Organizations was distributed to all CEO Circle members. An article was also prepared for the November/December issue of *Healthcare Executive* magazine.

ACHE is also assisting the IFD with their 2010 biennial conference which will be held on June 9-11, 2010, at the Hyatt Regency McCormick Place – Chicago.

**Goal Area 5: Service Excellence**

Provide exemplary service to our members.

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**Initiatives**

- 1. Assist Regents and chapter leaders to develop effective, collaborative relationships. (Freyer)**

Target Completion Date: December 31, 2009

**Status:** ACHE announced a Regent recognition program to recognize exemplary collaborative efforts between Regents and chapters and solicited award nominations in the *Report to Regents*.

- 2. Complete a review of ACHE governance including policy, structures, representation and processes. (Freyer)**

Target Completion Date: December 31, 2010

**Status:** ACHE staff are monitoring changes to the Illinois Not-for-Profit Act for potential impact on ACHE governance processes and structures.

- 3. Continue to provide ACHE staff with professional development opportunities that help our staff excel in job performance and process innovation. (O'Brien / Mosley)**

Target Completion Date: Ongoing

**Status:** All staff attended training sessions for project management software and for conversion of ACHE e-mail/calendaring systems from GroupWise to Outlook. A day long staff advance session focused on teambuilding. Three affiliates of various experience levels presented a panel discussion on healthcare issues.

- 4. Create an effective development program to cultivate donors who will contribute to the Fund for Innovation in Healthcare Leadership. (Gordon)**

Target Completion Date: Ongoing

**Status:** During the third quarter, the Fund for Innovation in Healthcare Leadership sponsored “The Ethics of Healthcare Organizations as Stewards of their Communities” program during the New York Cluster in August for 23 participants. As of September 30, 2009, the Fund has raised \$82,166 from 198 donors. Since inception, the Fund has generated a total of \$596,997 from 679 donors.