

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

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

**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:** To continue implementation of the combined membership structure, steps were taken to increase affiliate awareness and participation at the chapter level through advertising in *Healthcare Executive*, chapter newsletters and Web sites. Three chapter management webinars were offered to chapters, two on conducting education programs and one on developing chapter sponsorships.

ACHE established a preferred vendor relationship for an online event management product with exceptionally advantageous pricing for chapters.

Seventy-two chapters were notified of the 227 recipients of an ACHE 2009 service recognition award and who are members of their chapter. Ten chapters had no 2009 award recipients.

- 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 Board of Governors Exam fee waiver campaign ran from March through June. A new post card was developed to encourage former Diplomates to convert to Fellow. Through June, the FACHE advertisement ran 17 times in *Healthcare Executive*, *Trustee*, *Hospitals & Health Networks* and *Modern Healthcare*. A new FACHE advertisement is under development for the third quarter.

**Goal Area 2: Knowledge**

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

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

**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:** Through the second quarter, chapters reported 180 chapter education events with attendance of 10,400. Sixty of these events provided Category I credits and were attended by 2,793 executives.

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

Target Completion Date: December 31, 2009

**Status:** Five new seminars went through development testing in the second quarter:

- “Secrets of Great Healthcare Organizations in Leading Change: Findings from over 200 Hospitals” by Greg Butler and Chip Caldwell, FACHE will be offered in October in Baltimore.
- “Alternative Dispute Resolution and Effective Use of Legal Services in the Post Joint Commission Leadership Standard Environment” by Lisa D. Vandecaveye, FACHE and Thomas Sullivan is scheduled to debut at the San Antonio Cluster in November.
- A new finance course, “Advanced Topics in Healthcare Financial Management” was tested in May to an enthusiastic audience. Steven Berger, FACHE, will launch the new seminar at the San Diego Cluster in September.
- “Four Key Marketing Strategies to Increase Revenue” with Arthur Sturm will be offered at the Orlando Cluster in December.
- “Improving the Patient Experience to Build Customer Loyalty” is a new program that focuses on measuring and responding to customer satisfaction data from internal and external customers. It will launch in October in Baltimore.

Four additional seminar topics were reviewed this quarter. Two were submitted for review to the ACHE Programs, Products and Services Committee, while the other two were rejected because their content was not relevant to our current needs.

Attendance at clusters and special programs continues to be below budgeted expectations. Though faculty and content are highly rated, the

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

impact of travel freezes and budget cuts for professional development continue to be felt.

Six webinars, attracting over 300 participants, and two online seminars were offered in the second quarter.

- 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:** Requests for Proposal for the 53rd Congress on Healthcare Leadership opened on March 30. By the May 15 deadline, nearly 350 proposals had been received. Proposals were vetted by staff and the ACHE Programs, Products and Services Committee in June. The results and suggested list of accepted proposals will be finalized by late July.

Staff is exploring ways to maximize resources available to Congress participants by looking into creative scheduling approaches and expansion of the number and timeslots available to education and networking.

**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 80,490 visits to **HealthManagementCareers.org** through the second 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

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

**Status:** ACHE completed the second quarter with 159 participants in the Higher Education Network. Regents, or their designee, visited 20 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:** The survey phase of the post graduate fellowship research is nearing completion. Surveys were launched to 2009 graduates and program directors. Results to date were presented to Governors at their June Board meeting. A sample of CEOs, members and Fellows will be surveyed in the upcoming quarter. A report will be made to the Board on all survey results.

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

Target Completion Date: Ongoing

**Status:** The "Contracts for Healthcare Executives" monograph is in production at Health Administration Press for release in the third quarter. It will be offered in CD format and will contain model contract documents, a new separation agreement and letters of agreement for non-CEO executives.

Staff completed certification training for Job Search Strategy and will be applying that learning in a panel program in August with the Health Leaders of New York chapter.

A revised template resource to assist potential sponsors of new postgraduate fellowship programs has been completed.

**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)**

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

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*.

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

Target Completion Date: Ongoing

**Status:** Staff worked with elected and volunteer leaders of the National Association of Health Services Executives, the Asian Health Care Leaders Association and the National Forum for Latino Healthcare Executives to provide full scholarships so that members of each organization could participate in the 2009 Senior Executive and Executive Programs.

ACHE offered two programs at the AHA Annual Meeting in Washington. The first was a workshop on “Improving Hospital-Physician Relations” for which nearly 100 ACHE members registered. The second event was the ACHE Breakfast Meeting, where ACHE Chairman of the Board, Charles Evans, FACHE, provided an update on the organization and ACHE’s key initiatives.

**3. Educate members on critical policy issues, i.e. 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:** Proposals for the new Management Education Development Award program were received in May and reviewed in mid-June. The topics for the 2009 award are; Leadership in Patient Safety and Error Reduction, Hospital Staff Recruitment, Retention and Satisfaction or Providing Care for the Uninsured and Underinsured. Seven completed proposals were received for the development grant that will fund the research and development of a new seminar to address pressing issues facing healthcare organizations.

We have re-opened communication with the Brookings Institute to offer a health policy seminar in Washington, DC. The program would include

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

briefings on policy making, health reform and providing care for the medically indigent.

- 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:** The findings of the fourth study comparing career attainments of healthcare executives by race/ethnicity were released and include a set of eight recommendations for reducing disparities in career attainment. Presentations have been made to both the ACHE and IFD Boards and to students of IFD's Summer Enrichment Program via a webinar. An article is in preparation for *Healthcare Executive* magazine and a whitepaper is being prepared for CEO Circle members.

**Goal Area 5: Service Excellence**

Provide exemplary service to our members.

**Initiatives**

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

Target Completion Date: December 31, 2009

**Status:** Chapters were notified which Regents are members of their chapter and therefore must be seated on their board of directors. Regents were informed of all chapters who serve their affiliates and were encouraged to make contact with those chapters. Publication of geographic Regent newsletter messages in chapter newsletters has begun.

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

Target Completion Date: December 31, 2010

**Status:** No activity was planned for this quarter.

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

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

Target Completion Date: Ongoing

**Status:** Staff attended training in the core business skills of finance, public speaking and business writing. Training was also provided for conflict management skills and on taking personal responsibility in the workplace. These training sessions provided information to assist staff in holding productive conversations, avoid a victim mindset and hold others appropriately accountable.

- 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 second quarter an annual appeal was sent to a targeted group of ACHE's Fellows, Life Fellows and Retired Affiliates. Incumbent ACHE Regents were sent a separate appeal requesting 100 percent participation from the Council of Regents as 2009 donors to the Fund for Innovation in Healthcare Leadership. As of June 30, 2009, the Fund has raised \$50,081 from 145 donors. Since inception, the Fund has generated a total of \$564,912 from 668 donors.