

## COMMUNITY

*For many, the notion of community represents a sense of strength, unity, shared interests, common purpose, history, fellowship and responsibility. These same attributes define the community of healthcare management professionals and have been the hallmark of the American College of Healthcare Executives (ACHE) since its inception.*

*Today, with impending change for our healthcare delivery system and in the challenging times we face, our professional community is more important than ever.*

ACHE is dedicated to providing educational and career development resources on the national level and locally through our chapters to help leaders excel in the healthcare management field. By promoting sharing and networking with our colleagues and partners we can better serve our patients, organizations and communities.

Five key goal areas—membership, knowledge, career advancement, leadership and service excellence—are the building blocks of ACHE's strategic plan and provide a framework for serving affiliates. Following are highlights of the programs and initiatives undertaken by ACHE in these areas in 2008.

### MEMBERSHIP

In 2008 the ACHE community grew to an unprecedented size. At year-end, ACHE's membership exceeded 37,000 affiliates. More than 5,700 Members were admitted and more than 900 individuals advanced to Fellow, earning the distinction of board certification in healthcare management.

Affiliates were instrumental in ACHE's growth. As part of the 2008 Leader-to-

Leader campaign, more than 1,400 affiliates served as sponsors. As a result, more than 1,700 of their colleagues were recruited to ACHE's ranks or advanced to Fellow status.

The growing number of ACHE Fellows strengthens ACHE and the profession. To encourage advancement to Fellow, in 2008 ACHE introduced its new Exam Online Community, a supplemental resource to help members prepare for the Board of Governors Exam. This tool facilitates and enhances interaction among Exam candidates and allows them to support one another.

To further promote advancement to Fellow and the value of the credential, in 2008 ACHE also continued its award-winning FACHE® advertising series in *Healthcare Executive*, *Modern Healthcare* and *Hospitals & Health Networks* and ran a new advertisement in *Trustee* magazine that promotes the value of board certification as an ACHE Fellow to trustees.

Increasing by 16 percent in 2008, International Associates also played a role in ACHE's membership growth.

ACHE supports this unique community with 36 international liaisons who serve as ACHE resources and five international healthcare executive groups, providing networking opportunities.

ACHE community at the local level was further strengthened in 2008 when the remaining chapter agreements were signed. All 82 chapters now operate under the terms of the combined membership structure, making all ACHE affiliates members of a local chapter at no additional cost.

In 2008 ACHE's 82 chapters were instrumental in honoring ACHE affiliates through the ACHE Recognition Program by holding ceremonies to honor the award recipients who are members of their chapters. Five hundred and thirteen ACHE affiliates received Recognition Program awards in 2008. Their names are listed on [ache.org](http://ache.org), and their Affiliate Directory listings reflect this recognition of their volunteer activities and service to the profession.

ACHE chapters also serve as a vital link to health administration students and the academic community, as chapters work to integrate students into their programs and activities. Through the work of chapters, ACHE continues its commitment to developing future leaders and helping them make a successful transition to the practice of healthcare management.

To this end, ACHE also has expanded support for student organizations through the Higher Education Network—made up of 158 healthcare administration programs. Through the network ACHE offers programs and resources that enhance student net-

working and learning opportunities to build the next generation of healthcare executives.

## KNOWLEDGE

In 2008 ACHE continued to offer customized programming and resources for its niche communities, including students, early careerists, emerging and senior executives, and chapter leaders.

Attendance at the 2008 Congress on Healthcare Leadership reached record numbers with more than 4,900 registrants. The program featured more than 100 seminars and a special track for students. Plans were made for the 2009 Congress, including a new Boot Camp program for middle managers, new Fellows' Forums with major luncheon speakers and first-time electronic access to Congress course materials and participant rosters.

In addition, in 2008 ACHE provided more than 150 seminar, special program and electronic learning opportunities. ACHE debuted six new two-day seminars and offered 19 webinars, six online seminars and 54 On-Location programs.

In its effort to support chapter leaders and education opportunities at the local level, ACHE introduced six new panel discussion templates for use by chapters on diverse topics such as caring for the uninsured, advancing organ and tissue donation programs, and green hospitals. These latest offerings bring the total number of panel discussion templates available to chapters to 34. For chapter leaders ACHE also held in-person and webinar instruction on providing high-quality Category I (ACHE education) and Category II (non-ACHE education) programs.

In 2008 chapters were key to ACHE's efforts to make quality educational programming accessible. ACHE's 82 chapters provided more than 500 education and networking events to more than 27,000 attendees in the one-year period.

Health Administration Press (HAP) continued its contribution to ongoing learning in 2008 with the publication of 14 books, 10 journal issues and seven new or revised Self-Study courses. HAP sold more than 60,000 publications—the largest volume in its history—and more than 800 Self-Study courses. The *Journal of Healthcare Management* and *Frontiers of Health Services Management* continue to serve as valuable resources to the field and are available to ACHE affiliates on **ache.org**.

ACHE's bimonthly magazine, *Healthcare Executive*, provides another avenue for healthcare executives to gain critical knowledge and strategies for success. For a fifth year in a row, *Healthcare Executive* was ranked by executives as the "most useful to their job" ahead of four other leading publications in the field, according to the 2008 Affiliate Needs Survey. Affiliates can find past issues of *Healthcare Executive* on **ache.org**.

An area that continues to grow in importance in educating, informing and connecting members of the ACHE community is ACHE's electronic information services. More than 1.5 million user sessions were logged on **ache.org** in 2008. In addition, plans were developed to launch an ACHE group on the social networking Web site LinkedIn, providing affiliates the opportunity

to build contacts and exchange ideas and information. Now available to ACHE affiliates, the group currently has more than 1,600 members and is growing daily.

Research also continues to be instrumental in ACHE's ability to share knowledge with its members and the healthcare management field. ACHE conducted a number of focus groups and studies in 2008 including the Affiliate Needs Survey and 17 other surveys on topics of interest to the field. In addition, ACHE again published *Futurescan*, an annual guide to healthcare trends that is written by experts in the field and supported by survey data from more than 1,400 healthcare leaders from across the United States.

## CAREER ADVANCEMENT

In these uncertain economic times, more than ever affiliates are looking to ACHE for career services and support. In 2008 ACHE's Healthcare Executive Career Resource Center (HECRC) served more than 1,300 affiliates and conducted numerous workshops and resume reviews.

ACHE served affiliates who are in career transition through the Career Management Network and matched mentors and protégés through the Leadership Mentoring Network.

ACHE's online Job Bank and Resume Bank—averaging more than 1,000 positions and 4,500 resumes per month, respectively—also aided affiliates making job and career path changes.

In 2008 HECRC worked with expert attorneys and recruitment, compensation

and outplacement consultants to revise the monograph on employment contracts for healthcare executives. A white paper on employment contracts also was distributed to CEO Circle members.

To support early careerists, in 2008 ACHE began studying the current state of postgraduate fellowships in healthcare management and compiling examples of best practices. These will serve as the basis for a template to guide organizations interested in developing new postgraduate administrative fellowships.

ACHE continues its work to enhance executive search firm consultants' understanding of the value of board certification in healthcare management and to encourage them to consider ACHE Fellows first for executive positions. In 2008, 44 search firms indicated support for the FACHE credential. In addition, representatives of leading executive search firms attended the 19th Annual Executive Search Firm Day for discussions on executive leadership development in U.S. health systems and the role of coaching in executive development.

In addition to providing resources to advance affiliates' careers, ACHE works to inform those outside its community about healthcare management and to grow the profession. ACHE's **HealthManagementCareers.org** Web site is designed for high school and college students seeking information about the healthcare management profession. The site was accessed more than 116,000 times in 2008. It includes presentations that can be given to students by elected leaders and other affiliates. Postcards promoting the

site were sent to 15,000 career counselors in 2008. In addition, ads promoting the site were placed on Facebook.com as a means of reaching students directly.

## LEADERSHIP

To advance the healthcare management profession, ACHE also supports affiliates in developing and maintaining attributes of leadership excellence.

ACHE's *Code of Ethics* is a vital aspect of this effort. In 2008 ACHE updated the Ethics Self-Assessment, which was published in *Healthcare Executive* magazine, and the Board of Governors revised the ethics grievance procedure. In addition, an ethics column appears in each bimonthly issue of the magazine, and ethics programs are offered annually.

ACHE continues to work with many organizations in the healthcare community on behalf of the profession and as another means to leadership development. In 2008 ACHE collaborated with the following organizations:

- The Advisory Board Company
- American College of Physician Executives
- American Hospital Association
- American Organization of Nurse Executives
- American Society for Quality
- Asian Health Care Leaders Association
- Association of University Programs in Health Administration
- Canadian College of Health Service Executives
- Center for Healthcare Governance
- Commission on Accreditation of Healthcare Management Education
- The Governance Institute

- Healthcare Financial Management Association
- Healthcare Information and Management Systems Society
- Institute for Diversity in Health Management
- Institute for Healthcare Improvement
- International Hospital Federation
- The Joint Commission
- Medical Group Management Association
- National Association of Health Services Executives
- National Forum for Latino Healthcare Executives
- National Patient Safety Foundation

To help develop leaders who are advocates for the profession, ACHE provides education and resources on critical policy issues and the advocacy process. In 2008 ACHE offered a “How to Influence Public Policy” module as part of the Senior Executive and Executive programs. Due to the positive response, the module will be included in future program offerings.

ACHE also continues its image campaign to educate the public about the important role that healthcare executives play in patient care.

Diversity continues to be an important leadership value for ACHE. ACHE’s own programs reflect this value as does its support for the Institute for Diversity in Health Management. In 2008 ACHE supported the Institute for Diversity in development of its conference and in its recruitment efforts.

ACHE also periodically meets with the leadership of other organizations representing minority segments of the healthcare management community.

In 2008 ACHE conducted research on the career attainments of healthcare executives by race and ethnicity. Results of the study, which is conducted every five to six years, were released earlier this year.

## SERVICE EXCELLENCE

To advance service excellence in the healthcare management profession, ACHE continues its Corporate Partnerships Program. In 2008 Corporate Partner support enabled ACHE to bring additional high-quality programming to its affiliates. In addition, for ACHE’s Corporate Partners, interaction with the healthcare management community provided better understanding of the challenges healthcare executives face and the opportunity for enhanced service to the field.

The Fund for Innovation in Healthcare Leadership—a philanthropic initiative of the Foundation of ACHE—continues its work in developing visionary leaders and management systems to improve healthcare delivery. Two 2008 educational programs were funded in part by the Fund—“Rising to the Ethical Challenges of Healthcare Leadership” and “Healthcare Going ‘Green’: The Business of Environmental Sustainability.” The Fund will support two more educational offerings in 2009. In honor of its 75th Anniversary, ACHE launched a Major Gifts Initiative in 2008, which attracted individual and organizational support.

ACHE also undertakes efforts to enhance service to its members. In 2008, on behalf of ACHE, the Chairman Officers and Governors made numerous visits to state hospital association


meetings and chapter events to speak to and hear from affiliates.

In 2008 ACHE also studied the level and quality of Regent-chapter leader collaboration. Results of the study served as the basis of discussion by Regents and chapter leaders about ways they can work together to better serve ACHE affiliates.

A well-trained staff is a critical component of service excellence, and in 2008 ACHE staff participated in a number of training and development opportunities. Topics included trends and issues in healthcare management, customer service, diversity and inclusion, personal productivity, business writing, public speaking and career management.

In these challenging times, as you face economic uncertainty and the potential for significant change for your organizations, staffs and communities, ACHE is here to support you. Dues waivers for unemployed affiliates, scholarship assistance for our educational offerings, and our recent complimentary webinar series on career management strategies are just some of the ways ACHE is providing assistance.

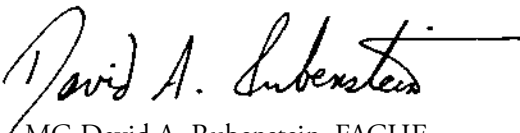
ACHE's elected leaders and staff members are dedicated to providing the high-quality programs and services needed most by the field. In addition, ACHE's affiliates are resources to one another as they work to provide quality care and services. First and foremost, ACHE is a community of "Leaders Who Care."



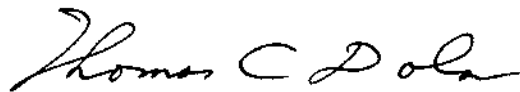
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