

OPPORTUNITY

In the past year, the American College of Healthcare Executives and its 38,000 affiliates experienced one of the most challenging years in our history, including a difficult economy and healthcare reform. The adopted changes to the healthcare delivery system create both challenges and opportunities for us and for our organizations.

As Albert Einstein once said, “In the middle of every difficulty lies opportunity.” While recent difficulties and the challenges ahead may seem daunting, they present a wealth of opportunities for ACHE, its members and

MEMBERSHIP

Despite a challenging economy, at year end, ACHE’s membership exceeded 38,000 affiliates, the largest number in its history. More than 5,700 Members were admitted, and more than 800 individuals advanced to Fellow, earning the distinction of board certification in healthcare management.

To further promote advancement to Fellow and the value of the credential, in 2009 ACHE continued its award-winning FACHE® advertising series in *Healthcare Executive*, *Modern Healthcare*, *Hospitals & Health Networks*, and *Trustee*



Members of ACHE’s Board of Governors and Council of Regents await the presentation of pins to new Fellows at the annual Convocation Ceremony.

the healthcare management profession. Healthcare executives are in a position to lead and shape the future of healthcare delivery. ACHE—through its education, credentialing, networking and career services—has an opportunity like never before to prepare and support them.

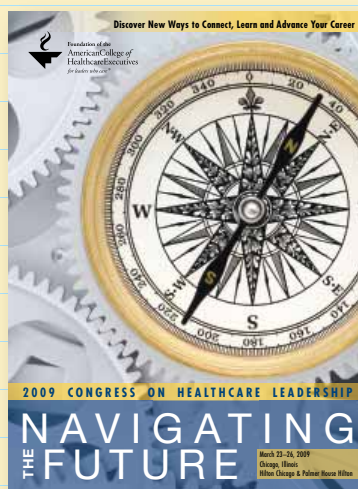
Five key goal areas—membership, knowledge, career advancement, leadership and service excellence—form the basis of ACHE’s strategic plan and guide ACHE in serving affiliates. Following are highlights of the programs and initiatives undertaken by ACHE in these areas in 2009 to address the current and future needs of the profession.

magazines. The ads feature ACHE Fellows and build awareness of the significance of board certification in healthcare management.

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 2009, 44 search firms indicated support for the FACHE credential. In addition, representatives of leading executive search firms attended the 20th Annual Executive Search Firm Day for discussions on the career attainments of ethnically diverse healthcare executives.

International Associates also played a role in ACHE's membership growth. Increasing by 4 percent in 2009, this unique membership segment is supported by 36 international liaisons who serve as ACHE resources and five international healthcare executive groups, providing networking opportunities.

To promote the professional development opportunities that now exist at the local level, in 2009 ACHE worked to strengthen participation in its network of 82 chapters. A "Welcome Mat" ad encouraging affiliates to "find out who's waiting to welcome you to your local chapter"



appeared in *Healthcare Executive* magazine and online at ache.org/Chapters.

In 2009 ACHE's 82 chapters were instrumental in honoring ACHE Recognition Program recipients by holding ceremonies to honor those who are members of their chapters. Recognition Program awards were presented to 227 ACHE affiliates. Their names are listed on ache.org, and their individual affiliate directory listings reflect this recognition of their volunteer activities and service to the profession.

ACHE chapters also serve as a vital resource to health administration students and the academic community, providing

opportunities for involvement, growth and learning to future healthcare leaders. To this end, ACHE also has expanded support for student organizations through the Higher Education Network—made up of 176 healthcare administration programs. Through the network, ACHE offers programs and resources that enhance student networking and educational opportunities to build the next generation of healthcare executives.

KNOWLEDGE

ACHE provides healthcare executives opportunities to gain critical knowledge in a number of ways. In 2009 ACHE provided more than 130 seminars, special programs and electronic learning opportunities. ACHE debuted seven new two-day seminars and offered 19 webinars, six online seminars and 42 On-Location programs.

In addition, more than 4,300 registrants took advantage of the educational, networking and professional development opportunities available at the 2009 Congress on Healthcare Leadership. The program fea-

tured more than 100 seminars and a special track for students. Plans were made for the 2010 Congress, including creation of Congress Express—an innovative way to gain a traditional Congress experience at less expense on Wednesday and Thursday only.

In 2009 chapters made significant strides in increasing the number of educational and networking events available at the local level as well as participation in those programs. ACHE's 82 chapters provided more than 700 education and networking events to more than 35,000 attendees, a 25 percent increase in offerings and 28 percent increase in attendance over the prior year.

In its effort to support chapter leaders and Category I education opportunities at the local level, ACHE introduced seven new panel discussion templates for use by chapters. The templates include diverse topics such as electronic health record implementation, career management in the Web 2.0 era, strategic

according to the 2009 Affiliate Needs Survey. Affiliates can find past issues of *Healthcare Executive* on **ache.org**.

An area that continues to grow in importance is ACHE's electronic information services. More than 1.7 million user sessions were logged on **ache.org** in 2009.

In addition, ACHE launched a group on the social networking website LinkedIn, providing affiliates the opportunity to build contacts and exchange ideas and information. The group currently has more than 3,800 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 2009, including the Affiliate Needs Survey and 12 other surveys on topics of interest to the field.



Dozens of Congress attendees participate in a speed-networking event.

planning and leading a multigenerational work force. These offerings bring the total number of panel discussion templates available to chapters to 39.

Health Administration Press (HAP) continued its contribution to ongoing learning in 2009 with publication of 19 books, 10 journal issues and seven new or revised Self-Study courses. HAP sold more than 51,000 publications and more than 1,000 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 opportunity for healthcare executives to gain critical knowledge and strategies for success. For the sixth 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,

CAREER ADVANCEMENT

In challenging times affiliates are looking to ACHE to enhance their opportunities for career development and advancement. ACHE addresses these needs through a variety of programs and services.

In 2009 ACHE's Healthcare Executive Career Resource Center (HECRC) served more than 1,400 affiliates and conducted numerous workshops and resume reviews. ACHE's online Job Bank and Resume Bank—averaging more than 900 positions and 3,600 resumes per month, respectively—also aided affiliates making job and career path changes.

ACHE served affiliates who are in career transition through the Career Management Network

and matched mentors and protégés through the Leadership Mentoring Network.

In 2009 HECRC also released the fourth edition of the monograph on employment contracts



More than 4,300 attended Congress, which provided over 100 seminars and numerous networking and professional development opportunities.

for healthcare executives. The monograph includes a CD and model contract documents, a new separation agreement and letters of agreement for nonCEO executives.

To support early careerists, in 2009 ACHE continued its study of the current state of postgraduate fellowships in healthcare management. In addition to encouraging healthcare organizations to provide fellowship opportunities to early careerists, ACHE developed the Fellowship Planning Template. Housed in the Directory of Fellowships in Health Services Administration at ache.org/PGFD, this tool provides a framework for organizations interested in developing administrative fellowships.

In addition to providing resources and services to advance affiliates' careers, ACHE works to inform those outside the profession about opportunities in healthcare management. ACHE's healthmanagementcareers.org website is designed for high school and college students seeking information about the healthcare management profession. The site was accessed more

than 165,000 times in 2009. It includes presentations that can be given to students by elected leaders and other affiliates. Postcards promoting the site were sent to 13,000 careers counselors in 2009. 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, providing a tool for healthcare executives to establish a strong ethical foundation in their organiza-

tions. In 2009 ACHE revised two Ethical Policy Statements—"Decisions Near the End of Life" and "Health Information Confidentiality"—and published the Ethics Self-Assessment in *Healthcare Executive* magazine. 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 healthcare organizations on behalf of the profession and as another means to provide leadership development opportunities. In 2009 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 Commission on Correctional Health Care
- National Forum for Latino Healthcare Executives
- National Patient Safety Foundation
- Organ Donation and Transplantation Alliance
- State hospital associations

Organization.” 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 2009 ACHE supported the Institute for Diversity in development of its conference and in its recruitment efforts. ACHE also actively supports other organizations representing minority segments of the healthcare management profession.

In 2009 ACHE released the findings of its fourth study comparing the career attainments of healthcare executives by race/ethnicity. The



To help develop leaders who are advocates for the profession, ACHE provides education and other resources on critical policy issues and the advocacy process. In 2009 ACHE continued to offer a “How to Influence Public Policy” module as part of the Senior Executive and Executive programs. Healthcare policy issues are also highlighted in a regular column in *Healthcare Executive* magazine. In total, ACHE updated seven policy statements and adopted a new policy statement—“Adopting a Systematic Approach to Bringing Healthcare Executives Into a New Position or

findings, which can be found under the Research tab on ache.org and in the November/December issue of *Healthcare Executive*, include a set of eight recommendations for reducing disparities in career attainment. A related CEO white paper—“What CEOs Need to Know About Race Relations in Their Organizations”—was also released to members of ACHE’s CEO Circle.

Finally, in 2009, to provide organizational leadership, ACHE became one of the Pioneer

Signatories of the Global Principles for Socially Responsible Associations and Nonprofits, sponsored by the American Society of Association Executives. The six voluntary principles cover advocacy, environmental and economic sustainability, public protection, diversity, philanthropic/community services and leadership. With this commitment, ACHE will advance these principles throughout the organization and within its sphere of influence.

SERVICE EXCELLENCE

Service excellence—on the part of healthcare executives, healthcare providers and ACHE—strengthens the delivery system and enhances opportunities for our patients, their families and our communities. ACHE promotes service excellence in a variety of ways.

To advance service excellence in the healthcare management profession, ACHE continues its Corporate Partnerships Program. In 2009



ACHE's 2009 Senior Executive Program and Executive Program proved successful as 29 participated in these unique offerings.

Corporate Partner support enabled ACHE to bring additional high-quality programming to its affiliates. In addition, for ACHE's Premier 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. In 2009 all 12

Premier Corporate Partners renewed their commitment to ACHE for 2010.

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 2009 educational programs were funded in part by the Fund—"The Ethics of Healthcare Organizations as Stewards of Their Communities" and "Best Practices for Applying Social Media in Healthcare." The Fund will support two more educational offerings in 2010. The Fund also provided scholarships in 2009 to a number of affiliates attending the Senior Executive and Executive programs.

ACHE also undertakes efforts to enhance service to its members. In 2009, in response to the economic recession, ACHE introduced a monthly gifts initiative that offers complimentary resources via e-mail on topics such as career services and leadership.

To further serve affiliates in challenging times, ACHE conducted "Job Search 2009"—a complimentary, four-part, online series exclusively for affiliates that tackled the key elements of job hunting in a tough economy. The series featured webinars led by J. Larry Tyler, FACHE, recorded Q&A sessions and a list of additional career resources. The sessions

have been archived and are still available online to all affiliates.

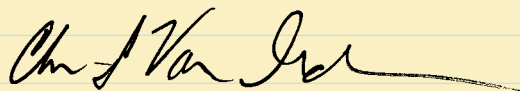
Other measures taken in 2009 to address the economic environment included providing complimentary bonus sessions at Cluster programs, raising awareness of existing services among job seekers and providing dues waivers for

unemployed affiliates. In addition, ACHE did not raise membership dues in 2009 and has not done so since 2004.

In service to ACHE's members, in 2009 the Chairman Officers and Governors made numerous visits to state hospital association meetings and chapter events to speak to and hear from affiliates.

A well-trained staff is a critical component of service excellence, and in 2009 ACHE staff participated in a number of training and development opportunities. Topics included trends in healthcare management, conflict resolution and team building.

ACHE's elected leaders, chapters and staff members are committed to providing the high-quality programs and services affiliates need to develop and grow as leaders. We thank all affiliates for their support and participation throughout the year and look forward to the coming year. Through knowledge, career advancement, leadership and service excellence, healthcare executives and the profession can seize the opportunities at hand and ahead.



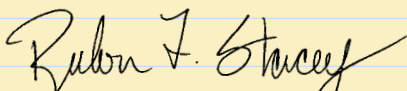
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Chairman

President/CEO

Scripps Health

San Diego



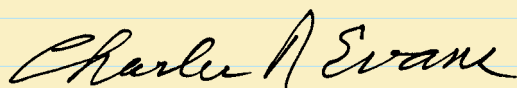
Rubon F. Stacey, PhD, FACHE

Chairman-Elect

President/CEO

Poudre Valley Health System

Fort Collins, Colo.



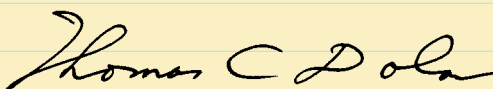
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