

AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES
STRATEGIC PLAN: 2011–2013
Progress Report as of December 31, 2011

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 awarded three chapter innovation grants to implement innovative projects that extend chapter services to previously underserved affiliates, provide services in previously underserved areas, and/or provide services previously not offered by the chapter. These projects are intended to produce replicable models for use by other chapters.

At the end of the fourth quarter, 81 chapters (99 percent) held fully chartered status and one chapter is on probation pending completion of a consolidation with an adjoining chapter.

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

Target Completion Date: 12/31/2012 and Ongoing

Status: Through December, the FACHE advertisement ran in *Hospitals & Health Networks*, *Modern Healthcare* and *Healthcare Executive*. An advertisement encouraging individuals to use their FACHE credential also ran in *Healthcare Executive*, and the advertisement featuring FACHE Baldrige award winners ran in *Trustee*.

- 3. Increase the participation of hospital and health system chief executive officers and other senior healthcare executives in ACHE through recruitment, advancement and participation in chapters. (Hahn/Freyer)**

Target Completion Date: Ongoing

Status: Through December, nearly 400 hospital and health system CEOs and other C-suite executives were recruited to ACHE.

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Goal Area 2: Knowledge

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

Initiatives

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

Target Completion Date: 12/31/2011

Status: Four new chapter education templates were developed and delivered in the fourth quarter bringing the total number of templates available for chapters to 56. Each will provide up to 1.5 ACHE Face-to-Face credit hours to participants. Topics of the new panel presentations are “Accountability for the Care We Provide”, “Improving the Health Status of Your Community”, “Diversity and Inclusion” and “The Patient-Centered Medical Home”.

The most utilized panel discussion template in the fourth quarter dealt with the future of healthcare financing. Also highly utilized was the program addressing how healthcare leaders can more effectively lead change within their organization. These two topics accounted for nearly 20 percent of all panel discussions presented from October to December.

Through the fourth quarter, chapters offered nearly 300 panel discussion sessions in 2011 and more than 70 percent of attendees were ACHE affiliates. Chapters reported over 900 education and/or networking events attended by more than 50,000 participants and providing over 176,000 education and/or networking attendee hours.

- 2. Develop resources to help affiliates understand and prepare for healthcare reform.** *(Horwitz / Freyer)*

Target Completion Date: 12/31/2012

Status: ACHE’s Health Reform Resources debuted to affiliates in early November on **ache.org**. This collection lists books, articles, seminars, webinars, websites and policy statements to help affiliates guide their organizations through changes brought about by healthcare reform legislation. Updated each quarter, this resource will be a valuable tool for healthcare executives and their organizations.

Three webinars were offered in the fourth quarter that help affiliates understand some of the operational considerations of reform. They focused on regulatory compliance,

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implementation considerations for EHRs and how to avoid crucial incidents that put organizations at risk.

- 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: With the opening of Congress registration on November 10, 2011, six Emerging Topic sessions were announced. These late breaking topics are spread throughout the four days of Congress and focus on the realities of post-reform hospital mergers and acquisitions, how healthcare CEO's need to start making organizational/process changes that will position them for reform, leadership responses to disaster following the Joplin, Missouri tornado and a population health approach to integrated delivery. We will also reprise key elements of the 2011 Fund for Innovation program on accountable care.

Early registration figures show strong interest in sessions that discuss improving relations with physicians, career advancement, employee needs, applying process improvement tools and driving high performance through strong operational processes.

Goal Area 3: Career Advancement

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

Initiatives

- 1. Promote the profession of healthcare management to high school students and undergraduate students and assist graduating Student Associates with the transition to professional employment through chapters and the Higher Education Network (HEN). (Hahn / Freyer)**

Target Completion Date: Ongoing

Status: Through December we continued to place advertisements on www.facebook.com to market directly to students. There were more than 246,000 visits to **HealthManagementCareers.org** through the fourth quarter, representing a 28 percent increase over the previous year.

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ACHE completed the fourth quarter with 197 participants in the Higher Education Network (HEN). Regents, or their designees, visited 77 percent of these schools during the year to help students transition from academic studies to professional practice.

In November, the Board of Governors approved changes to the HEN contract to require HEN participating schools to maintain contact with their Regent and invite the Regent to speak annually to students. The contract changes will be implemented in 2012.

2. Implement recommendations from the research study of residencies and post-graduate administrative fellowships. (Hahn)

Target Completion Date: 12/31/2012

Status: In the fourth quarter a marketing plan was implemented targeting ACHE CEOs and other senior executives to encourage them to sponsor a postgraduate fellowship.

3. Support early careerist affiliates through career enhancing initiatives and programs at the national and chapter level. (Hahn / Freyer)

Target Completion Date: Ongoing

Status: Early careerists are given a coupon to use toward an educational program, online tutorial, career assessment, or webinar. Through the fourth quarter more than 300 coupons were redeemed.

4. Provide career enhancing initiatives and programs for mid-level and senior-level careerists, and those transitioning to healthcare management roles. (Broscio)

Target Completion Date: Ongoing

Status: In the fourth quarter, Healthcare Executives Career Resource Center (HECRC) staff met with senior managers to begin planning the scope and function of the Career Services Task Force. Upon Board approval, the task force will begin its work in the spring.

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)

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Target Completion Date: Ongoing

Status: The Ethics Committee reviews the *Code of Ethics* on an annual basis. Revisions to the *Code of Ethics* were recommended to and approved by the Board in November, 2011. 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*. The *Code of Ethics* and four Ethical Policy Statements were revised and approved by the Board in November 2011 then posted to **ache.org**.

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

Target Completion Date: Ongoing

Status: Plans were set in motion to offer educational programs in cooperation with the American Hospital Association (AHA) and their subsidiary, The Health Forum, in 2012. At the AHA annual meeting, ACHE will offer a workshop on physician integration strategies and at the Health Forum Summit we will conduct a half-day session focused on leadership strategies to avoid hospital readmission.

ACHE will be working with the Certification Commission for Health Information Technology (CCHIT) on a new program at Congress on the successful implementation and use of EHR certification that could lead to receiving federal funds. The session will be one of the Emerging Topics at Congress.

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: Two new seminars are in development that address major issues facing health care providers coping with the challenges of reform. The first focuses on assessing clinical and operational policies to identify and remove all sources of wasted money, activity or processes. The second will look at the declining level of reimbursement from Medicare and how organizations can optimize this revenue stream without creating undue risk. Both new seminars will go through the development test process in the first quarter of 2012.

4. Continue to champion diversity and cultural competency and strengthen the efforts of the Institute for Diversity in Health Management and other associations. (Bowen)

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Target Completion Date: Ongoing

Status: ACHE continues to assist the Institute for Diversity in Health Management (IFD) in planning their bi-annual Leadership and Education Conference which will take place in Nashville, Tennessee in June 2012. ACHE also continues to participate in the Equity of Care initiative spearheaded by AHA, ACHE and several other national organizations.

The 2012 Congress on Healthcare Leadership will feature the ACHE Diversity Breakfast on Wednesday morning with guest speaker Dr. Ramanathan Raju, Chief Executive Officer for the Cook County Health & Hospitals System (CCHHS) in Chicago, Illinois.

5. Explore a potential international role(s) for ACHE. (Dolan)

Target Completion Date: 12/31/2011

Status: Chairman Stacey, Chairman-Elect Capozzalo, President Dolan and Executive Vice President Bowen attended the 37th World Hospital Congress in Dubai, UAE, on November 8-10. The *Directory of U.S. Hospital Partnerships with Foreign Hospitals* was completed and posted on **ache.org**. Preparations continue for a number of international meetings and sessions at the 2012 Congress on Healthcare Leadership.

Goal Area 5: Service Excellence

To provide exemplary service to our members.

Initiatives

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

Target Completion Date: 12/31/2011

Status: ACHE continues to identify best practices in this area. During the fourth quarter, ACHE continued to solicit award nominations in the *Report to Regents* and the *Chapter Leaders Update*. Governors encouraged Regents to submit self-nominations.

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

Target Completion Date: 6/30/2011

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Status: The Board of Governors adopted changes to the *ACHE Bylaws* and to Board policy in order to implement the changes to Regent representation called for in the *ACHE Governance Improvement Plan*. These changes include revisions to position descriptions for Regents and Regents-at-Large, a new policy on how chapters will be engaged in ACHE’s strategic planning process and new procedures for the appointment of Regents-at-Large by the Board of Governors. These changes will provide a more effective and flexible structure for communications between ACHE and chapters through the geographically-based Regents.

- 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: In the fourth quarter staff received training to assist in developing and presenting ideas for innovation. Staff learned and practiced skills to develop their ideas, identify and analyze ramifications and to positively present developed ideas to peers, subordinates and superiors. Staff also participated in training to improve individual productivity while handling multiple projects.

- 4. Create an effective development program to cultivate donors who will contribute to the Fund for Innovation in Healthcare Leadership through annual giving, major gifts, planned giving and corporate giving. (Wilkinson)**

Target Completion Date: Ongoing

Status: During the fourth quarter, the Fund for Innovation in Healthcare Leadership sponsored in part the program “Accountable Care and Medical Homes: Steps to Creating Value-Based Healthcare” held at the San Francisco Cluster. The program was attended by more than 40 individuals.

Fundraising efforts continued during the fourth quarter. In total, the Fund has raised more than \$260,000 in cash and pledges from 546 donors during 2011. Since inception, a cumulative total of more than 1,400 donors have made contributions totaling over \$1,400,000.