Strategic Framework: Setting Organizational Direction
Strategic Plan Progress Report as of April 30, 2021

The central focus of ACHE’s emerging strategic direction is to solidify its role as the market leader in developing the management capabilities for healthcare executives. This focus will be supported through a series of commitments, workstreams and investments that will build on ACHE’s core strengths and competencies, while stimulating progress to develop new tools, resources and opportunities to deliver exemplar leadership education for professionals across the continuum of care.

To achieve this central goal – to educate, engage and inspire leaders to improve health – ACHE will drive advancements that enable the personal and professional growth of our members, and the safety, effectiveness and efficiency of the healthcare industry at-large. As part of this commitment, ACHE will invest in best-in-class tools and approaches to foster individual learning and development, more purposefully develop and deliver content to professionals across the continuum of care, and improve accessibility of learning options at both the national and local levels.

In pursuing its strategy and desired outcomes, ACHE will serve as a:

Catalyst for the field of healthcare management, to:
1. **Advance Safety:** Amplify the importance of safety and provide the tools and strategies healthcare leaders need to drive toward zero preventable harm.
2. **Build Partnerships:** Convene key market players to advance health, safety and equity initiatives, while also broadening ACHE’s influence and impact.
3. **Innovate and Transform:** Identify and deliver promising approaches to support healthcare leaders as they strive to uncover solutions and effectively lead change.

### Advance Safety

ACHE continues to progress on activities established within the three channels of the Leading for Safety initiative: awareness and engagement, education, and collaboration. ACHE’s partnership remains strong with the Institute of Healthcare Improvement (IHI), evidenced by IHI’s participation in the 2021 ACHE Congress on Healthcare Leadership with a live session and active participation in a virtual safety booth. The National Association for Healthcare Quality (NAHQ) also participated in Congress with an on-demand session. Other safety collaborators that participated in the Congress safety booth were the Agency for Healthcare Research and Quality (AHRQ), Society to Improve Diagnosis in Medicine (SIDM) and American Society of Anesthesiologists (ASA). ACHE will continue to work with these partners and others to advance patient safety across the continuum of healthcare.

### Build Partnerships

Through our clinical partnerships, ACHE continues to support other national associations in their leadership development goals for their members. Our partners continue to
participate in ACHE virtual educational offerings. ACHE had several collaborators provide sessions at the 2021 Congress on Healthcare Leadership including the American Society of Anesthesiologists (ASA), American Society of Health System Pharmacists (ASHP) and American Physical Therapy Association (APTA) and American Academy of Physician Assistants (AAPA).

ASA participated in Congress with an on-demand session and actively participated in a virtual safety booth. Planning is underway for a day-long physician leadership development workshop to be held in conjunction with the ASA Annual Anesthesiology conference, as well as the 2022 ASA Practice Management conference.

APTA, along with the American Occupational Therapy Association (AOTA) and the American Speech Language Pathology Association (ASHA), participated in a joint on-demand session at Congress. APTA and ACHE have established an initiative to develop and recognize physical therapists, providing leadership development opportunities to their members seeking to reach their highest leadership potential at all stages of their careers. APTA is offering financial assistance for the first year of ACHE membership to 100 of its members who join ACHE.

ASHP also participated in Congress with on-demand sessions. In addition, ACHE is planning separate fall webinars with faculty from ASHP and AAPA supporting their interprofessional leadership skill development of health system pharmacist and physician assistant leaders. These webinars will take place during the national professional celebration month to support the recognition of their roles in the interprofessional healthcare leadership community.

ACHE formed a new collaboration with the International Association for Healthcare Security and Safety (IAHSS) this year. ACHE Past Chairman Chuck Stokes, FACHE served as faculty for the inaugural IAHSS Virtual Leadership Forum in April providing a two-hour pre-recorded session and participating in a leadership panel discussion that focused on becoming an impactful leader and advancing roles as healthcare security and safety professionals.

**Connector** across the continuum of the leadership community, to:

1. **Strengthen Chapters**: Fully realize the power of ACHE’s chapter network by enacting changes that will simplify requirements, expand member value and increase grassroots participation.

2. **Advance Diversity and Inclusion**: Extend ACHE’s reach and increase diverse representation to cultivate an inclusive community across the continuum of healthcare leadership.

3. **Increase Access to Resources**: Improve accessibility of knowledge and resources so leaders can tap into ACHE’s solutions anytime, anywhere.

**Strengthen Chapters**

Chapters continue to deliver virtual Face-to-Face Education credit to increase the
local value of ACHE. From January through April, chapters offered 76 virtual Face-to-Face panel discussion events with 2,618 attendees who earned 3,927 virtual Face-to-Face credits.

It was recently announced to chapters that they can continue to offer virtual Face-to-Face credit through panel discussions through September 30, 2021. This includes up to nine hours of Face-to-Face credit that can be offered from January 1 through September 30. Chapters have been provided guidance about approaching a return to in-person events and regional directors are fielding questions from chapters that intend to return to in-person events this fall.

In April, a new benefit launched that sends select chapter leaders and Regents an automated weekly email informing them of their new members and ongoing members who recently moved into the chapter territory. Chapters have always had the ability to identify these members through their chapter rosters; however, the intent with pushing this information out directly is that chapters can more quickly engage their new members. This can play an important role in helping these members feel welcome and drive the value of ACHE.

With the write-off of non-dues paying members in early April, efforts are underway to launch ACHE’s annual campaign to support chapters in reinstating these members. The goal is to reinstate 25% of the members written off. In 2020, chapters achieved a reinstatement of 23%.

**Advance Diversity and Inclusion**

ACHE focuses on initiatives that support the three primary strategic objectives: increase diverse members, increase diverse Fellows, and decrease attrition of diverse members. This includes demonstrating ACHE as a welcoming, inclusive environment through education sessions, leadership development programs, partnerships, and communications.

In addition to the member benefit of participating in a diversity community, ACHE co-sponsored the Human Rights Campaign live streaming event on “Treating Injustice: The Role of Hospitals in Advancing Equality.”

At the 2021 Congress on Healthcare Leadership, committee members from the diversity communities helped staff exhibit booths. Each booth featured a short visitor survey, and the responses provided will inform member engagement strategies for the communities. In support of our diversity partners, we provided complimentary exhibit booths at Congress for NAHSE, NALHE, and The Equity Collaborative in addition to our own Asian Healthcare Leaders and LGBTQ Healthcare Leaders Communities.

In April, ACHE launched the re-imagined Thomas C. Dolan Executive Diversity Program with 11 scholars and initiated the application period for the new Dolan Career Accelerator Program, which will serve 25-40 diverse mid-careerists beginning in July 2021.
In April, a Regent-at-Large led the chapter D&I leaders’ quarterly meeting, which allows for the sharing of effective practices and aligning strategic direction. More than half of the ACHE chapters were represented in the meeting.

Diversity, equity, and inclusion have been featured topics in ACHE media in 2021. In recognition of National Minority Health Month in April, ACHE posted two blogs, “Asian American Leader Condemns Hate and Violence” and “Healthcare Leadership is a Calling: Perspectives on National Minority Health Month.” Additional diversity-related blogs were posted in January, February and March. ACHE social media regularly featured diversity-related posts.

**Trusted Partner** for our members, to:

1. **Foster Engagement:** Align ACHE’s value to members’ unique needs to increase resonance, encourage deeper levels of participation and networking to build a stronger member community.
2. **Support Leaders:** Enrich and expand current career resource programs, products, platforms and services to better meet the personal and professional needs of a diversified membership.
3. **Personalize the Experience:** Deliver dynamic and tailored messaging, content and resources that are aligned with member preferences and serve to further embed ACHE as an essential partner in helping leaders advance their careers.

Digital marketing and social engagement continue to be a priority. In total through April 30, we have more than 130,000 followers engaged with us in social media and have communicated with our members more than 3.7 million times via email. Users viewed ache.org more than 3.1 million times in the first four months of 2021, a reflection of its efficacy as a primary communication vehicle.

The *Healthcare Executive* Podcast had over 37,000 listens through April of this year. LinkedIn continues to be a key platform for consumer and member engagement with over 10,000 new followers gained in the first quarter, now totaling over 109,000 followers on the official company page. ACHE’s social media presence continues to grow and has over 12,000 fans on the ACHE Facebook page and over 10,000 followers on Twitter.

Career Services are an important part of being a “trusted” partner to our members and providing value. The Career Resource Center (CRC) is pleased to have contributed to and enhanced the overall visibility and access to career development resources, tools, and sessions during Congress 2021. The CRC hosted two live exhibit booths—career & resume advising and career development.

The career & resume advising booth hosted multiple open office hours and live sessions daily to support topics around career transition, resume best practice, executive coaching, LinkedIn profile support and advising for specific member populations such as early and mid-careerists, physician, and clinical leaders, transitioning military, those considering retirement and/or encore careers and student associates. The career development booth promoted and hosted multiple open office hour sessions on hot topics such as strategic job search, leveraging Executive Search Firms, interviewing for impact, the Executive
Diversity Career Network, ACHE’s Job Center, Leadership Mentoring Network, federal sector employment considerations, and making the most of the CRC.

In addition, each booth supported a library of 20 on-demand sessions and a multitude of downloadable tools and resources such as the Resume Kit, Marketplace Analysis, and Competency Assessment tool for easy access and universal viewing. All sessions are now available via ache.org through the Career Resource Center as enduring materials and resources for ongoing access.

CareerEDGE® and the student version have seen an increase in usage, totaling over 6,700 registrant accounts combined since their inception and a total of more than 3,300 new and returning active accounts for 2021.

The CRC launched a new complimentary Student Associate Career Development Course designed to not only support our student associates and membership, but also our Higher Education Network academic partners. The course is relevant for any student at any point of their career journey including undergraduates, graduates, returning adults, transitioning, and advancing. The course capitalizes on ACHE’s unique, self-guided career development tool, CareerEDGE® SE, to leverage self-assessment data, career preferences, job search strategy and healthcare field information. This foundation serves as a framework to navigate the career path, professional growth, and success as a future healthcare leader.

At the beginning of April, the Leadership Mentoring Network (LMN) launched an additional 150 mentoring relationships in its second cohort. The new digital platform allows for algorithm matching based upon defined search and development factors, and robust evaluation and reporting. It has further allowed us to double the number of ACHE mentoring relationships supported annually. Positive outcomes have been seen thus far, including a 95% satisfaction rating of the experience.

The ACHE Job Center has averaged over 1,800 job seeker accounts through April with a daily average of 1,769 active job position listings. The Job Center platform will be seeing multiple enhancements later this year, including improved search functionality, new look and feel, contemporary layout and navigation, simplified job posting process for employers posting multiple positions and seeking increased visibility, and defined metrics on conversion rates for users.

For questions or feedback on ACHE’s Strategic Plan, please contact StrategicPlan@ache.org.