

## Strategic Framework: Setting Organizational Direction

### Strategic Plan Progress Report as of March 31, 2019

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 foster zero-harm workplace cultures and environments.
2. **Build Partnerships:** Convene key market players in support of advancing health, safety and quality 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 manage change.

#### Advance Safety

ACHE is continuing momentum in the Leading for Safety initiative by expanding on our offerings and partnerships to best serve healthcare leaders in their journey towards zero harm. Initiative tactics focus on providing actionable tools with innovative, customized programming and identifying industry gaps in safety culture where we can expand our resources. As programming and connections continue to grow, ACHE is able to scale these tactics into a movement around culture of safety to have a powerful and lasting impact.

- *Awareness and Engagement:* Safety initiatives took focus at ACHE's 2019 Congress on Healthcare Leadership, with a record number of attendees signing the *We Lead for Safety Pledge* at the Leading for Safety Booth. ACHE also partnered directly with healthcare systems and ACHE chapters to bring the pledge on-site to their safety events, while promoting the Blueprint and [ache.org/safety](http://ache.org/safety). Over 600 people signed the pledge in the first quarter of 2019, bringing the total number of pledges signed to over 850 since its inception. Also, in the first quarter, over 300 people have downloaded *Leading a Culture of Safety: A Blueprint for Success*, bringing the total number of unique downloads across all platforms to almost 10,800 since its launch.
- *Education:* In the first quarter of 2019, ACHE held the first Executive Learning Lab, which was hosted by Memorial Hermann Health System and offered attendees an in-depth view of safety culture best practices. ACHE's 2019 Congress also featured a patient safety and quality track, with nearly 30 educational sessions, a Hot Topic session and a boot camp on high reliability healthcare. In the first quarter, ACHE provided over 4,000 Face-to-Face credits of dedicated safety education to program attendees. Work is also progressing around new digital education focused on the six domains

outlined in the Blueprint, including a series of short, online modules that will take a deeper dive into recommendations in the Blueprint. As the library of modules continues to grow, this holds the potential to develop into an educational subscription for individuals and organizations.

- *Collaboration:* ACHE continues to seek and support partnerships that will sustain and expand the Leading for Safety work, including promoting the co-branded template for *Leading a Culture of Safety: A Blueprint for Success*, which will allow organizations to add their logo in support and distribute in their networks. ACHE and the Institute for Healthcare Improvement (IHI) are in the process of creating a joint survey of Blueprint users to learn how to best create new programming around safety culture. ACHE also continues to participate in the National Steering Committee on Patient Safety (NSC), helmed by the IHI and the Agency for Healthcare Research and Quality, and Deborah Bowen, FACHE, CAE serves as a co-chair on the NSC Subcommittee on Culture, Leadership, and Governance.

### **Build Partnerships**

ACHE continues the partnership collaborations with American Society of Anesthesiologists (ASA) and American Academy of Physician Assistants (AAPA). ASA and AAPA will host a co-created and co-branded Physician Masterclass, focusing on soft leadership skills, such as teamwork and having difficult conversations, attached to their Annual meeting in October. Several ACHE chapters and ASA state component societies are brainstorming how to lead interprofessional dialogues at local levels. AAPA and ACHE are launching a Leadership Institute in June, focused on early leadership career development needs of Advanced Practice Providers. Both of these associations were noted as Featured Collaborators at the 2020 Congress on Healthcare leadership.

**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**

The efforts to strengthen the ACHE – chapter relationship continue with emphasis being put on the challenges identified by chapters.

- *Chapter Communications Support:* Chapter websites represent a significant administrative burden for chapters and we continue to refine our strategy to help relieve this burden. It is clear that any strategy we employ will require a significant resource investment and our current focus is to identify these resources and determine how we can deploy them in a way that provides chapters with a dynamic website that is easy to maintain.
- *ACHE Support:* As we build stronger relationships with chapters, we are developing a more proactive approach to staff support. This includes more defined outreaches with chapter presidents that have clear goals for two-way communication, and will coincide with a process for collecting and disseminating best practices.

- *Membership Recruitment and Retention:* The 2019 Member Reinstatement Campaign will include a more defined communications plan with monthly outreach to chapter presidents and membership committee members with supporting data that helps chapters track progress. Concurrently, emphasis will be put on the importance of engagement as a tool to reduce future attrition, and work continues toward identifying nonmembers that chapters can target for recruitment.

### **Advance Diversity and Inclusion**

In the first quarter of 2019, we continued our focus on advancing diversity and inclusion through strategies to engage and grow the number of diverse members and customers. In March, we also received notice that ACHE had won the Association Forum’s 2019 Welcoming Environment® Organizational Award. The Association Forum presents this annual award to “an association that has demonstrated exemplary outcomes in providing an inclusive and welcoming environment and culture.”

- *Engagement of ACHE’s Diverse Members:* Our first quarter priorities for increasing engagement of racially/ethnically and LGBT diverse members centered on two main areas: the diversity Forums and ACHE Chapters. Through the Asian Healthcare Leaders Forum (AHLF) and LGBT Forum, we launched a diversity mentoring pilot program that is part of ACHE’s Leadership Mentoring Network. The pilot was introduced at Congress, Diversity Forum members will register through May, and the 6-month program starts in June. At Congress, LGBT Forum Committee leaders conducted a seminar with 68 registrants, and AHLF leaders partnered with the HHS Office of Minority Health to lead a seminar on CLAS standards with 49 registrants. We also focused on strengthening support to chapters with their diversity and inclusion work. In January, the LGBT Forum and AHLF partnered with the Chicago Health Executives Forum (CHEF) on its Face-to-Face Education Program on the CLAS Standards. In conjunction with Regional Services, we provided information and resources to over 20 chapter D&I Committee Chairs in a quarterly virtual session, and held approximately ten D&I-related consultations with chapter leaders.
- *Partnerships with Diverse Partner Groups:* One aspect of our diverse member growth and retention strategy is to leverage our collaborative work with our external partners—Institute for Diversity and Health Equity, National Association of Latino Healthcare Executives, and National Association of Health Services Executives. Through our partner collaborations, we broaden ACHE’s reach and strengthen ACHE’s brand as a national D&I leader. In February, we participated as a silver sponsor and had an information booth at the National Association of Latino Healthcare Executives Leadership Summit. At Congress, we held the second “Better Together” Joint Diversity and Inclusion Reception, which had over 450 registrants. The reception’s theme, “Power of Partnership,” highlighted our respective mentoring programs, collaborative programs co-hosted by the groups at the local level, and the Executive Diversity Career Navigator. By adding new content and expanding promotion of EDCN, there was a steady increase in EDCN traffic during the first quarter. We also continued our partnership with the Institute to promote the 2019 Summer Enrichment Program.
- *Thomas C. Dolan Executive Diversity Program:* For the first quarter, strategy for the Dolan EDP centered on increasing engagement of Dolan Scholar alumni to help raise the visibility and perceived value of the program. Several Dolan Scholar alumni conducted a seminar at Congress for diverse early careerists. Past Dolan Scholars were appointed to both the AHLF and LGBT Forum Committees, and a former Dolan Scholar is serving as a mentor for a 2019 Dolan Scholar.

**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.

### **Foster Engagement**

Experience and data show us that there is an optimal window of time to connect with new members and get them engaged with our incredible ACHE community – 90 days. We are identifying ways to improve approaches and more effectively collaborate nation-wide to engage new members within the first 90-days of joining ACHE. This strategic effort is referred to as the Joint (National/Chapter) Member Relationship Strategy. Quarterly engagement scores are tracked to show new Member engagement in national or chapter activities. The engagement scores have increased over the previous year with 18.6% of new Members engaged (compared to 17.3% during the same time last year).

### **Support Leaders**

The Career Resource Center (CRC) continues to add to the portfolio of ways to support members in their career development with the addition of two complimentary programs at this year's Congress. The new sessions, "Ask the Career Coach" and "Give Your Resume a Career Edge", were both well attended and provided events on Sunday and Thursday of Congress, designed to reach an audience that may not have been served in the past.

To help enhance our role as a trusted career partner covering all aspects of a member's career journey, CRC has added a new Onboarding Resource Section to **ache.org**, designed to support the critical first 90 days in a new role. In addition, a new Internship/Fellowship listing feature was added for employers in ACHE's popular Job Center as a way to better assist the student and early careerist member population.

### **Personalize the Experience**

ACHE continues to build systems and tools that provide new capabilities to support enhanced digital experiences that will provide healthcare leaders, especially our members, with value-added content, a personalized experience and a sense of community. For example, we re-designed our website, **ache.org**, last year, including the implementation of a content management system and features that enable a personalized experience. This year as part of our **ache.org 2.0** initiative, plans are underway to implement expanded search capabilities; enhancements to MyACHE that will improve personalization; and a redesigned home page that will provide users more efficient access to their desired content.

We also have expanded the *Healthcare Executive* platform to include podcasts. These new, episodic communications extend the reach and impact of our brand and enable members and other users to engage with our content more frequently and on a mobile-friendly interface.

In support of chapters, ACHE continues to plan for the design, roll-out and support of chapter websites to enable the delivery of customized and engaging content at the local level. This will be accomplished by transitioning from ACHE-hosted websites to providing one, custom-branded website on a single platform.

For questions or feedback on ACHE's Strategic Plan,  
please contact Sydney Edmond at [sedmond@ache.org](mailto:sedmond@ache.org).