Strategic Framework: Setting Organizational Direction
Strategic Plan Progress Report as of July 31, 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). ACHE provided faculty for IHI’s Patient Safety Congress. Faculty members presented on the National Action Plan to Advance Patient Safety and the Leading a Culture of Safety: A Blueprint for Success to 384 attendees. ACHE hosted the “Leadership’s Role in Implementing the National Action Plan to Prevent Healthcare Harm” webinar to 857 attendees. ACHE continues to collaborate with the Society to Improve Diagnosis in Medicine (SIDM). ACHE disseminates information and education to its leaders on the importance of research and process changes to improve diagnosis in medicine.

### Build Partnerships

Through our 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. In July, ACHE provided faculty for the Defense Health Agency JMESI Virtual Capstone Course to 82 attendees.

ACHE continues to collaborate with the American Society of Anesthesiologists (ASA). ACHE held a joint town hall webinar with ASA in May on disaster planning with over 100 attendees.
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.

ACHE planned a webinar with the Academy of Management (AOM) in August on Navigating the Next Crisis: Research Insights for Effective Healthcare Leadership in a Post-Pandemic World. The webinar was a success with over 1,200 registrants and 1,047 attendees. ACHE will continue to support the Academy of Management and their members through their leadership journeys.

ACHE is planning fall webinars with faculty from the American Society of Health-System Pharmacists (ASHP) and the American Academy of Physician Assistants (AAPA) supporting their interprofessional leadership skill development of health system pharmacist and physician assistant leaders. These webinars will take place during their national professional celebration month to support the recognition of their roles in the interprofessional healthcare leadership community.

AAPA and ACHE continue to collaborate on different ways to reach physician assistant leaders to assist in their leadership development. ACHE continues to market self-study courses to physician assistants allowing leaders to set their own pace while developing leadership and management skills needed to advance their careers. ACHE will provide faculty for ASHP’s Midyear Clinical Meeting in December.

The American Physical Therapy Association (APTA) and ACHE have established a joint 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 offered financial assistance for the first year of ACHE membership to 100 of its members who join ACHE. ACHE has created an automated, personalized onboarding and engagement experience for these clinical leaders, which will start in September.

**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. Through August 31, chapters offered 149 virtual Face-to-Face panel discussion events with 4,818 attendees who earned 7,227 Face-to-Face credits.

In July, it was announced to chapters that they can continue to offer virtual Face-to-Face credit through panel discussions through December 31. This includes up to 12 unique
hours of Face-to-Face credit that can be offered from January 1 through December 31 in both virtual and in-person settings.

Starting in May, a small number of chapters returned to offering in-person Face-to-Face credit panel discussion events. Through August 31, eight in-person events occurred with 142 attendees earning 213 Face-to-Face credits. Up until recently, more chapters planned to hold in-person events this fall, but with the recent COVID surges most have elected to switch back to virtual events.

The virtual Chapter Leaders Conference will occur on October 14. ACHE’s Learning Management System (LMS) will host the conference which allows us to take advantage of the expertise gained through conducting our chapter and national events. The conference will include a live component as well as the development of an on-demand library that will provide ongoing learning opportunities for chapter leaders.

Our annual effort continues to support chapters in reinstating members that were dropped for non-payment of dues in April. The goal is to reinstate 2,298 (25%) of the Members and Fellows dropped by the end of 2021. As of August 31, chapters reinstated 1,512 (16%) of these Members and Fellows. Increased emphasis will be placed on chapters around this effort starting in September.

**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. ACHE does this through offering an inclusive environment with engagement and learning opportunities. This takes involvement at the national and local chapter level and through our relationships with our diversity, equity and inclusion partners.

The Diversity Communities, launched in January 2021, are experiencing steady enrollment and active participation. Through August, there are 231 members involved in the LGBTQ Healthcare Leaders online community and 255 members in the Asian Healthcare Leaders online community. Conversations between individuals occur as networking interactions with members introducing themselves and making connections, as well as peer problem solving around leadership issues they face. All ACHE Members are welcome to join either or both communities as a membership benefit. Several tactics are underway to increase the join and participation rates in these communities, including instituting new automated emails that prompt users to create posts and respond to unanswered posts, posts every week from either seeded members or ACHE staff, and polling members on Community topics/resources, current events, etc.

Discussions with our diversity partners, namely NAHSE, NALHE and IFDHE have continued. We are strategizing how to engage chapters at a local level with each other’s local leadership and how to support the development of diverse leaders to advance them through the Fellow journey. The Executive Diversity Career Navigator (EDCN - [https://edcnavigator.org/](https://edcnavigator.org/)) has seen decreased activity in the number of unique views, with 2,153 unique views through July 2021 and 4,223 through July 2020. A reinvigoration effort will be made to integrate this resource into ACHE programming, social media, and partner discussions.
The Thomas C. Dolan Executive Diversity Program has 11 scholars who are actively engaged with their executive mentors and their Executive Program coursework. The Fund for Healthcare Leadership also awarded 23 scholarships to the inaugural cohort of the Dolan Career Accelerator Program, supporting the career pathway development of these mid-careerists in their five-month program.

The Regents-at-Large met in July to share effective practices and align strategic direction across their chapter activities. Another Chapter DEI Committee Leader meet-up will occur this fall to continue the focus on driving membership, advancement, and engagement at a local level.

Four educational DEI webinars were offered between June and July. These included *Beyond the Rainbow—Healthcare Leadership and Allyship to Advance Equity for All* (in conjunction with the LGBTQ Healthcare Leaders online community), with 566 registered and 300 in attendance; *Digital Health Innovation for Specialized Populations: A Pediatric Case Study*, by ACHE Corporate Partner Cerner, with 596 registered and 353 in attendance; *The Role of Hospitals and Health Systems in Gun Violence Prevention*, with 793 registered and 460 in attendance; and *Vaccine Hesitancy Among Healthcare Providers: Challenges and Opportunities*, with 1070 registered and 652 in attendance. All were highly rated in learner experience.

Diversity, equity, and inclusion content continues to be distributed through ACHE’s communication channels, including blog posts and social media postings. In July and August, these included: 27 DEI related social media posts on subjects such as Modern Healthcare Top Women’s Leaders, with 37,302 impressions and one blog post on Minority Mental Health, with 1,957 impressions.

**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 July 31, we have more than 140,000 followers engaged with us in social media and have communicated with our members more than 5.5 million times via email. Users viewed [ache.org](http://ache.org) more than 5.4 million times in the first seven months of 2021, a reflection of its efficacy as a primary communication vehicle.

The *Healthcare Executive* Podcast had over 69,000 listens through July of this year. LinkedIn continues to be a key platform for consumer and member engagement with over 19,000 new followers gained through July, ending the month with over 116,000 followers on the official company page. ACHE’s social media presence continues to grow and through the end of July had over 12,100 fans on the ACHE Facebook page and over 10,060 followers on Twitter. The
trajectory of increasingly engaged members continues, and we expect to see a banner year for results.

Career Services are an important part of being a trusted partner to our members and providing value. The ACHE Career Resource Center (CRC) has noted an upward trend on the employment landscape overall. The Job Seeker average declined slightly recording 1,703 through August, with a daily average of 1,875 active job position listings through August. For comparison, August 2020 recorded 1,003 active jobs for the month; August 2021 is posting 2,128.

The Job Center platform will be seeing multiple enhancements in the third quarter, 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. As added security, the CRC has posted a phishing alert via the ACHE Job Center home page due to increasing challenges with hacking attempts. Heightened account monitoring and verification processes are being implemented, and the application of reCAPTCHA is being explored to ensure security and maintain the integrity of the ACHE Job Center overall.

The CRC’s Resume Review service has seen an increase through August noting an average of 14 per month versus the typical 6 to 10. The mid-year evaluation score is 4.9. This service continues to be strong, reliable, and extremely valuable to our members.

The CRC has launched the new “On-Demand Content Library”. The library is populated with multiple video sessions benefitting healthcare leaders at all stages of their careers.

CareerEDGE® and the student version have seen an increase in usage, totaling over 6,900 registrant accounts combined since their inception and a total of more than 3,500 new and returning active accounts for 2021. The CRC is exploring CareerEDGE 2.0 for 2022.

The complimentary Student Associate Career Development Course is designed to support our student associates and our Higher Education Network academic partners. To date, 385 student associates have accessed and benefitted from the robust course content, tools, and resources.

The Leadership Development Program will be delivered virtually this year and has officially hit capacity with 40 registered participants. The course has been redesigned and enhanced to accommodate the virtual delivery format.

The CRC is delivering a custom Choice program to the executive leadership team of a hospital system. The five-month engagement consists of workshop sessions, assessment interpretation, professional development plans, group and individual coaching sessions. The program will serve as a pilot for future customized CRC product offerings.

CRC is currently supporting the second cohort of the Leadership Mentoring Network and will launch a third cohort of approximately 150 mentor/mentee partnerships in October 2021. Positive outcomes have been seen thus far, including an 85% satisfaction rating at midpoint and 95% at conclusion of the six-month experience.

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