Strategic Framework: Setting Organizational Direction

Strategic Plan Progress Report as of June 30, 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

The Leading for Safety initiative continues to develop educational offerings, as well as broaden our scope of partnerships, while planning for upcoming opportunities to best serve healthcare leaders in their journey towards zero harm. 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:** ACHE continues to partner 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). Nearly 150 people signed the pledge in the second quarter of 2019, bringing the total number of pledges signed to over 1,000 since its inception. Also, in the second quarter, roughly 250 people have downloaded *Leading a Culture of Safety: A Blueprint for Success*, bringing the total number of unique downloads across all platforms to over 11,000 since its launch.
- **Education:** ACHE has held several educational programs in the second quarter, including a session on creating a culture of safety at the American Hospital Association’s Annual Meeting in May 2019 in Washington, DC., and webinars on high reliability. Planning is in progress for comprehensive education in new formats to be released later in 2019.
- **Collaboration:** ACHE signed onto the Coalition to Improve Diagnosis, convened by the Society to Improve Diagnosis in Medicine (SIDM), whose mission is to find solutions that enhance diagnostic quality and safety, and ultimately, ensure better health outcomes for patients. As part of ACHE’s commitment, future in-person and digital education is being planned to highlight the role healthcare leaders can play in
improving diagnosis. ACHE also continues to participate in the National Steering Committee on Patient Safety (NSC), co-chaired 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 the American Society of Anesthesiologists (ASA) and American Academy of Physician Assistants (AAPA). ASA and ACHE will host a co-developed Physician MasterClass in October (preceding the ASA Annual Meeting), focusing on soft leadership skills, such as teamwork and having difficult conversations. Four ACHE chapters and ASA state component societies are brainstorming how to lead interprofessional dialogues at local levels. ACHE has also co-developed with AAPA offerings focused on early leadership career development needs of Advanced Practice Providers.

**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 provide more dynamic tools to make chapter website administration easier. A new approach is being developed for chapters that should address this challenge and strengthen messaging. Before release, the new approach will be piloted.
- **ACHE Support:** A dynamic relationship between a chapter and their Regional Director is essential to strengthening our partnership and there is a need to establish a more proactive approach to building and sustaining these relationships. Plans are underway to establish more consistent staff outreach to capture best practices and determine how ACHE can best support chapter efforts.
- **Membership Recruitment and Retention:** The 2019 Member Reinstatement Campaign launched in May and this effort continues to be an example of a successful collaboration between ACHE and chapters that we want to emulate for other initiatives such as recruitment and engagement. With roughly 1,800 members reinstated already, this campaign teaches us that when we can give chapter leaders measurable goals, with tangible resources, they can positively impact our results.
Advance Diversity and Inclusion

In the second quarter of 2019, we advanced diversity and inclusion through strategies to improve diverse members’ engagement in ACHE and increase diverse representation in healthcare management.

- **Engagement of ACHE’s Diverse Members:** We continued the strategic focus on increasing engagement of racially/ethnically and LGBT diverse members through two primary channels: the diversity Forums and ACHE chapters. As a new Forum member benefit, we conducted webinars in June for the Asian Healthcare Leaders Forum (AHLF) on “Cultural Competency in Serving Asian Healthcare Consumers” and for the LGBT Forum on “Social Identity Mentoring.” There were a total of 41 webinars registrants, and the participants’ overall evaluation of the webinars averaged 4.61/5.0. In June, we implemented the diversity Forums’ mentoring pilot program that is part of ACHE’s Leadership Mentoring Network. A total of 28 executives registered to serve as mentors and 15 Forum members registered as mentees. In our support to chapters with their D&I work, we held approximately 14 D&I-related consultations with chapter leaders and, in conjunction with Regional Services, provided information and resources to 28 chapter D&I Committee Chairs in our quarterly virtual meet-up session.

- **Partnerships with Diverse Partner Groups:** In support of the D&I growth and retention strategic objective, we continued to strengthen 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. This “Better Together” Group received approval of a Congress 2020 session proposal that will examine the connection between increasing diverse representation in the C-Suite and improving health equity. The collaborative work at the local level has resulted in several ACHE chapters conducting educational and networking events with Better Together partners, such as ACHE of North Texas and ACHE of Middle Tennessee. In the second quarter, we initiated development with the diverse partner groups of a three-part series of Leading for Safety webinars, which will examine the intersection of safety and diversity, equity, and inclusion issues. The webinars will be held in September, October, and November of 2019.

- **Thomas C. Dolan Executive Diversity Program:** In the second quarter, we leveraged the Dolan Executive Diversity Program open application period to extend ACHE’s reach and enhance diverse members’ engagement by improving the marketing strategy and implementing an improved process for responding to applicants’ queries. As a result, over 50 applicants participated in informational sessions about the Dolan Executive Diversity Program and other ACHE career services. Both improvements contributed to a 64% increase in the number of completed applications over last year.

**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). To further this engagement, an automated marketing campaign will launch in the third quarter with segmented messaging to all members. This campaign will feature individualized e-mail messages touting all the different ways members can become more involved, every two-weeks, throughout their first 90 days.

Support Leaders

The Career Resource Center (CRC) continues to support members in their career development via the quarterly Career Advancement Group for CareerEDGE Users. The second quarter program attracted 100 registrants and resulted in increased use of CareerEDGE and exposure to other career-related member services. In addition, the Third Annual Executive Coaches Forum was conducted with 33 firms participating. This session provides an opportunity for sharing best practices and information about ACHE’s various career management tools and related leadership development resources with coaches in our directory. The goal is to help increase their effectiveness in working with ACHE members.

To help enhance our role as a trusted career partner covering all aspects of a member’s career journey, CRC has added a new “Encore Careers” section to ache.org. These resources are designed to help members plan for the next chapter of their career and guides them through important psychological and financial considerations.

Personalize the Experience

ACHE continues to evolve the digital front door experience. Most notably, layout of the home page was restructured to make it easier for members to access key products and services. The new view provides a clear pathway to join, register for events, and learn more about becoming a Fellow. Another significant step taken to personalizing the experience was to on-board a content marketing director to lead our enterprise effort in creating and segmenting content. Our focus will be to ensure members are delivered the right product, at the right place, at the right time. The expanded Healthcare Executive platform, which now includes podcasts, is performing extremely well. Listener base continues to grow, and we’re now seeing over 2,000 listeners per episode. This strategy enables users to engage with us on-the-go.

For questions or feedback on ACHE’s Strategic Plan, please contact Sydney Edmond at sedmond@ache.org.