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 a culture of safety to have a powerful and lasting impact.

- **Awareness and Engagement**: The Leading for Safety initiative was featured prominently at the 2019 Chapter Leaders Conference, with sessions on best practices and resources for chapters, as well as a booth where chapter leaders could request materials for upcoming events. Nearly 100 people signed the Leading for Safety pledge in the third quarter of 2019, bringing the total number of pledges signed to over 1,100 since its inception. Also, in the third quarter, roughly 190 people downloaded Leading a Culture of Safety: A Blueprint for Success, bringing the total number of unique downloads across all platforms to over 11,400 since its launch.
- **Education**: In September 2019, ACHE held a complimentary webinar with the Society to Improve Diagnosis in Medicine (SIDM) on systematic improvements and patient/family engagement diagnostic quality and safety with over 220 participants. Additionally, the 2019 Corporate Forum focused on how the industry can impact and improve diagnostic quality and safety.
- **Collaboration**: ACHE has begun to partner with several state hospital associations to develop best practices and a toolkit for distribution and customization of the Leading a Culture of Safety: A Blueprint for Success across different states. 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 partnership collaborations with the American Society of Anesthesiologists (ASA) and the American Academy of Physician Assistants (AAPA). ASA and ACHE are hosting a Physician Leadership Development workshop in October (preceding the ASA Annual Meeting), focusing on soft leadership skills, such as teamwork and having difficult conversations. Five ACHE chapters and ASA state component societies have been introduced to determine how they can collaborate to lead interprofessional dialogues at local levels. AAPA and ACHE launched a Leadership Package, focused on early leadership career development needs of advanced practice providers. Digital modules covering general leadership skill development are also included. ACHE is working to finalize a learning collaborative agreement with the American Society of Health-System Pharmacists (ASHP), to support the interprofessional leadership skill development of health system pharmacist leaders.

**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**: A new approach to hosting chapter websites on ache.org is being explored. Currently, we are working with three chapter websites of various sizes to determine the level of resources and effort needed to host these websites on ache.org. This pilot will inform the potential for us to scale website offerings to all chapters thereby relieving administrative burden for chapters.
- **ACHE Support**: An ongoing emphasis during the third quarter was to understand the various touch points between Regional Directors and their chapters to define our goals for these interactions. These conversations resulted in new approaches for the District quarterly calls between Regional Directors and chapters that highlight common themes and allow for more in depth conversation and problem solving. Additionally, a plan is now in place to hold quarterly one-on-one calls between Regional Directors and their chapter presidents to increase collaboration and best practice sharing.
- **Membership Growth**: A major effort this year has been to focus chapters on reinstating 35.5% of lapsed members. As we close the third quarter, and 2020 dues billing approaches, it is essential that chapters understand the importance of engagement as a key component of membership growth. Through our communications we will continue to drive this connection and inspire chapters to engage their members as a way to increase the value of ACHE membership.
• **Feedback from Chapter Leaders Conference:** During the conference there was much discussion among Regents and chapter leaders about two main areas: FACHE requirements and the Face-to-Face Credit remote policy. Both will be the focus of further review to determine whether there are any opportunities to clarify our policies to ensure they are meeting their goals and intent.

**Advance Diversity and Inclusion**

In the third quarter of 2019, we focused on strategies to improve diverse members’ engagement in ACHE and to leverage our partnerships to enhance diversity and inclusion in healthcare management.

• **Engagement of ACHE’s Diverse Members:** In the third quarter, ACHE developed an initiative to support member retention by increasing involvement of members who self-identify as racially/ethnically diverse and have not been engaged in key ACHE activities in the past year. Chapters were invited to participate in this pilot initiative based on their rate of low-engagement members and expressed interest in strengthening their diversity and inclusion (D&I) efforts. This initiative will feature individualized email messages sent in the fourth quarter to the targeted members connecting them with designated chapter leaders who are prepared to offer a personalized welcome and encourage their involvement with the chapter. Additionally, we facilitated sharing of successful strategies and innovative ideas by leading a session at Chapter Leaders Conference that featured successful programs from Central Florida, Massachusetts, and New Mexico chapters; and by convening chapter D&I committee leaders in the quarterly virtual meeting.

• **Partnerships with Diverse Partner Groups:** Our “Better Together” collaborative work with our external partners—Institute for Diversity and Health Equity (IFDHE), National Association of Latino Healthcare Executives, and National Association of Health Services Executives—continued with development of the educational session “2020 Vision: Seeing Clearly the Connection between Health Equity and C-Suite Diversity” for ACHE Congress in 2020. This session will feature a leading researcher and several hospital CEOs examining the correlation between increasing diversity among healthcare executives and improving advancements in health equity. In the third quarter, publication of a new ACHE book, *Diversity on the Executive Path: Wisdom and Insights for Navigating to the Highest Levels of Healthcare Leadership*, provided another opportunity to strengthen our diverse partnerships. We offered NAHSE members a special promotion on the book during the 34th Annual Educational Conference in October and will develop comparable outreach to NALHE and IFDHE for their annual conferences. At the local level, several ACHE chapters have connected with their Better Together local partners to co-host educational and networking events, such as a sold-out networking event led by ACHE’s North Texas chapter in July and a “Better Together” breakfast and educational session hosted by ACHE’s Tennessee chapter in October, where ACHE Board Chairman Heather J. Rohan, FACHE, will be a featured speaker.

• Ms. Bowen was invited to present ACHE’s D&I activities at the IFDHE meeting in October.

**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 slightly over the previous year with 25.6% of new Members engaged (compared to 25.3% during the same time last year). To further this engagement, an automated marketing campaign launched in the third quarter with segmented messaging to all members. This campaign features individualized e-mail messages touting all the different ways members can become more involved, every two-weeks, throughout their first 90 days. Additionally, during the Chapter Leadership Conference, the session, “New Approaches to Engage Your Members,” offered tips and resources to chapter leaders to help them create programs to better engage their members.

### Support Leaders

The Career Resource Center (CRC) continues to support healthcare leaders in their career development via various tools and services available exclusively to members. Member feedback has indicated a general lack of awareness of what is available. Including a myriad of member-only services in automatic email message campaigns and making the connection to tools during educational course offering has worked toward increasing this awareness factor. ACHE’s CareerEDGE® and the student version have seen an increase in usage, totaling over 6,600 accounts combined since their inception. The Leadership Mentoring Network and Career Advising Network have also added over 150 mentors and advisers to best support those requesting peer assistance with career advancement. To clarify the types of resources needed to support those in the early stages of their career, a Career Concierge Pilot commenced with 50 randomly selected members and former members to conduct exploratory research on career services.

### Personalize the Experience

As ACHE continues to evolve targeted marketing efforts that personalize the member experience, a key program launched in September that is generating fantastic results. Marketing automation, a logic-based e-mail engine, now powers new member communication through a series of engaging topics. The topics focus on key member benefits like publications, journey to FACHE, and the Career Resource Center—just to name a few. Messages are dripped out by segment for the first 90 days of every new member’s journey. Results show an open rate of almost 60 percent, and a click-through rate of almost 20 percent (significantly higher than industry standards). Additionally, the marketing team is now geo-targeting employers through LinkedIn advertising with key messaging around products and services that are most relevant.

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