Strategic Framework: Setting Organizational Direction
Strategic Plan Progress Report as of September 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). ACHE participated in IHI’s National Steering Committee (NSC) Collective Voice Call in October. The aim of the initiative is to help NSC member organizations to speak together on reprioritizing and building resilient systems for safety. 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. ACHE celebrated World Patient Day on September 17, 2021, by providing educational resources to members via social media, *ACHE-news*, blog post and publications.

### Build Partnerships

ACHE continues to collaborate with the American Society of Anesthesiologists (ASA). In conjunction with the ASA 2021 Annual Anesthesiology conference, ACHE provided faculty for ASA’s in-person, half-day MasterClass in October. Planning is underway for the 2022 ASA Practice Management conference.

ACHE planned 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 pharmacists and physician assistant leaders. AAPA faculty discussed How to Effectively Transition and Integrate Advanced Practice Providers into Healthcare Leadership Teams and ASHP discussed Navigating Cost and Revenue Challenges in the Infusion Centers. Each webinar provided ACHE Qualified Education credit and Joint Accreditation with over 50 attendees. AAPA and ACHE continue to collaborate on different ways to reach physician assistant leaders to assist in their leadership development. ACHE continues to market the self-study modules 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 65 of its members who joined ACHE. ACHE created an automated, personalized onboarding and engagement experience for these clinical leaders, which started 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 September 30, chapters offered 185 virtual Face-to-Face panel discussion events with over 6,100 attendees who earned 9,200 Face-to-Face credits. In the third quarter, chapters offered 56 virtual Face-to-Face panel discussion events with 1,875 attendees who earned over 2,800 Face-to-Face credits. This compares favorably to 2020 when chapters hosted 41 events with 1,538 attendees earning 2,307 credits, although virtual Face-to-Face credit offerings did not begin until mid-August.

Many chapters planned a return to in-person Face-to-Face Education credit events this fall. Amid pandemic surges and workforce shortages, many of these events reverted to being offered virtually. Through September 30, chapters offered 16 in-person Face-to-Face panel discussion events with 268 attendees earning 402 Face-to-Face credits.

The virtual Chapter Leaders Conference occurred in October with 154 chapter presidents, presidents-elect, Regents and Governors attending a live, three-hour event. The conference achieved an overall satisfaction score of 4.3 on a five-point scale. An on-demand library containing nine recorded sessions on a variety of topics launched in mid-October for all chapter leaders.

Our annual efforts continue 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 September 30, chapters reinstated 1,600 (17%) of these Members and Fellows. In September, targeted outreaches began to share data and resources for chapters to target these lapsed members for reinstatement.

**Advance Diversity and Inclusion**

ACHE continues to focus on initiatives that target three primary strategic objectives: increase diverse members, increase diverse Fellows, and decrease attrition of diverse members. ACHE does this through offering an inclusive environment, across ACHE and with our diverse partners, with engagement and learning opportunities for our members and the field of healthcare management.

The Diversity Communities, launched in January 2021, are experiencing steady enrollment and active participation. As members can subscribe to these online communities for as long as they find valuable, we have noted that no one has unsubscribed from the communities since May. Through September, there are over 230 members involved in the LGBTQ Healthcare Leaders online community and over 260 members in the Asian Healthcare Leaders online community. Enrollment and participation engagement ideas were offered by the respective committees moving forward, including seeding conversations on the committee members behalf and highlighting committee members as featured guests to provide content. A survey of member use and value, as well as several automated motivational engagement messages will occur in October.

ACHE continues to deepen our relationships with our diversity partners, namely NAHSE, NALHE and IFDHE. We are discussing tactics to support diverse healthcare leaders advancing in their Fellow journey, including presence at the 2022 Congress on Healthcare Leadership and presence in each other’s member audiences. ACHE sponsored both the NALHE and NAHSE annual meetings, with our logo, membership information and Fellow advancement information distributed. To strengthen the Executive Diversity Career Navigator (EDCN - https://edcnavigator.org/), we have invited new contributors, such as former Thomas C. Dolan Scholars, to serve as contributors to new career story content.

The Thomas C. Dolan Executive Diversity Program has 11 scholars who are concluding their participation in the Executive/Senior Executive/Physician Executive programs and will conclude their Diversity cohort in December. The Dolan Career Accelerator Program, supporting the career pathway development of 23 scholar mid-careerists is active and providing positive reviews through the mid-way point of this inaugural program. Scholarships for 2022 programs will open in the new year and will be communicated starting in November.

The Regents-at-Large will meet again in November, to share effective practices and align strategic direction across their chapter activities. One of the Regents-at-Large, AJ Dunn, FACHE, moderated a Chapter Leaders Conference session (both live and recorded), highlighting the best practices of two local chapter efforts to drive diverse healthcare membership and advancement. The final quarterly Chapter DEI Committee Leader meetup will occur in December to share best local DEI practices across the country. These calls typically draw over 40 volunteer leaders in attendance.

One educational DEI-focused webinar was offered in the third quarter. This was the on the topic of Outcomes May Vary: The Crisis Of Maternal Mortality in Preeclampsia, with over 450 in attendance. Another webinar is scheduled for mid-November, Advancing Health Equity Through Analytics and Care Coordination. The slate of DEI educational offerings for 2022 is currently being scheduled, with webinars featuring subject matter experts from NAHSE, NALHE, Asian Healthcare Leaders and the LGBTQ Healthcare Leaders Communities. Additional related webinars are being
planned for The Role of Payment Systems Transformation in Health Equity, and a Women Healthcare Leaders webinar series leading up to Congress. A virtual Face-to-Face course on Growing Your Leadership Skills to Advance Equity & Engagement is being developed in addition to on-going efforts to recruit additional diverse Faculty for these and future offerings.

Diversity, equity and inclusion content continues to also be distributed through ACHE communication channels, including blog posts and social media postings. The June podcast with Ron Wyatt, MD and Laura Botwinick from the Institute for Healthcare Improvement, “Addressing Institutional Racism in Healthcare Organizations,” made the list of the year’s Top 5 most listened-to podcasts, which we published on September 30 for World Podcast Day. Additional podcasts and celebrations for specific diversity months are being planned for the remainder of the 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.

Digital marketing and social engagement continue to be a priority. In total through September 30, we have more than 145,000 followers engaged with us in social media and have communicated with our members more than 6.8 million times via email. Users viewed [ache.org](http://ache.org) more than 6.6 million times in the first nine months of 2021, a reflection of its efficacy as a primary communication vehicle.

The *Healthcare Executive* Podcast had over 95,000 listens through September of this year. LinkedIn continues to be a key platform for consumer and member engagement with over 23,000 new followers gained through September, ending the month with over 120,000 followers on the official company page. ACHE’s social media presence continues to grow and through the end of September had over 12,200 fans on the ACHE Facebook page and over 10,000 followers on Twitter. The trajectory of increasingly engaged members continues, and we expect to see a banner year for results.

The ACHE Career Resource Center continues to see a steady upward trend on the employment landscape overall. The Job Seeker average remains consistent recording 1,682 through September, with a daily average of 1,916 active job position listings through September, a 5% increase from last month.

The Job Center platform experienced multiple enhancements in the third quarter, including improved search functionality, new look and feel, contemporary layout and navigation, and a simplified job posting process for employers posting multiple positions and seeking increased visibility. As added security, the CRC has posted and promoted a Phishing Alert via the ACHE Job Center home page due to increasing challenges with hacking attempts. Heightened account monitoring, verification processes, and the application of reCAPTCHA are being explored and implemented to ensure security and maintain the integrity of our Job Center overall.

The Career Resource Center is completing the first virtual Leadership Development Program, with
40 member participants. The course has been redesigned and enhanced to accommodate the virtual delivery format. Evaluation data will be reviewed for ongoing improvements. The offering is planned as both a face-to-face and virtual event for 2022.

The CRC is completing its multi-session first custom Choice engagement to the executive leadership team of a hospital system. The five-month engagement included workshop sessions, assessment interpretation, professional development plans, group and individual coaching sessions. The engagement is being expanded for two additional teams of the hospital system in 2022 and will be packaged and marketed as an ongoing custom CRC product offering.

CRC launched the third cohort of the Leadership Mentoring Network with 150 mentor/mentee partnerships on October 1. Positive outcomes have been seen thus far, including an 85% satisfaction rating at midpoint and 89% at conclusion of the six-month experience. *The 5 Benefits of Being a Mentor* ran as a September 2021 ACHE Blog and *The Value of Mentoring* article will publish in the November *Healthcare Executive Magazine*.

The CRC has partnered with and/or presented to the two Thomas C. Dolan Scholars Programs (Executive Diversity and Career Accelerator Program), Senior Executive/Executive Programs, District Meetings, Chapter Leaders Conference, and Chapter-specific events to ensure alignment and continuity across ACHE.

In addition, *Your Impact Story: Translating What You’ve Done Into What You Can Do* ran in the Early Careerist Network (ECN) Newsletter of Summer 2021. The CRC is hosting a two-part webinar series entitled *The Career Pathways for Transitioning Military* designed to support our military members and Fellows. The series will take place on November 9, 2021, and January 20, 2022. The CRC is planning an update to its customized CareerEDGE® platform with Career EDGE 2.0 coming in 2022.

Congress 2022 will see the reemergence of Career Advising and Resume Review services, as well as targeted, career-related sessions via the Solutions Center and networking receptions to support our Executive Coach and Executive Search Firm partners.

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