Strategic Framework: Setting Organizational Direction
Strategic Plan Progress Report as of December 31, 2018

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.

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**Advance Safety and Build Partnerships**

ACHE continues to progress on activities established within the three channels of the Leading for Safety initiative: Awareness and Engagement, Education, and Collaboration. Using these three channels, ACHE supports and advances an approach for leaders to engage and activate on their journey towards zero harm. ACHE is reaching out to leaders where they are to provide actionable tools to progress their own work and organizations, through innovative, customized programming and partnerships that further promote the existing work around Leading for Safety. As offerings and connections continue to expand, ACHE is able to scale these tactics into a movement around culture of safety to have a powerful and lasting impact.

- **Awareness and Engagement:** In the fourth quarter, there was continued focus on building awareness and fostering engagement with the promotion of the Leading for Safety microsite and resources, such as the Blueprint and the We Lead for Safety Pledge. ACHE chapters continued to provide safety-specific programming and incorporated new ways to promote Leading for Safety resources.
- **Education:** In order to meet the needs of a broad range of leaders, ACHE continues to promote current educational programs and products while creating innovative offerings, both digital and in-person, around the six domains outline in the Blueprint. Work has begun on creating a series of short, online modules that will take a deeper dive into recommendations in the Blueprint, and the first module in the series, focusing on difficult conversations around just culture, will be available on ache.org in February 2019. As the library of modules continues to grow, this holds the potential to develop into an educational subscription for individuals and organizations.
- **Collaboration:** In order to expand on how we partner with organizations, ACHE has
developed a 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 also continues to participate in the National Steering Committee on Patient Safety (NSC), helmed by the Institute for Healthcare Improvement 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.

**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**

To evolve and strengthen the ACHE – chapter relationship, there is a greater focus on increasing support by addressing challenges noted by chapter leaders. Chief among these challenges are the following:

- *Chapter Communications Support:* ACHE staff continues to refine a plan to provide new chapter website templates that offer increased functionality and ease of use. This includes exploration of new staffing models that will allow ACHE to provide more robust support for chapter websites thereby reducing the administrative burden on chapter volunteers.
- *Overcoming Geographical Barriers:* The option to provide ACHE Face-to-Face Credit via video conference to members in remote areas continues to gain traction as we approach the one-year anniversary of this policy. Chapters held eight remote events in 2018 serving 74 attendees.
- *Membership Recruitment & Retention:* An evaluation of our 2018 efforts shows that chapters played a meaningful role in reaching out to members before they were suspended for non-payment of dues as well as in reinstating lapsed members. The launch of the engagement toolkit in late September allowed chapters to incorporate these concepts into their 2019 planning sessions that occurred in the fourth quarter. As more chapters adopt these practices, we expect to see our attrition rates improve.

**Advance Diversity and Inclusion**

ACHE continues to work on increasing the diversity of our membership across the continuum of care by strengthening our partnerships with clinical organizations to offer leadership development and networking opportunities to those entering healthcare management with a clinical background. For instance, in October, we held a cobranded session at ASA’s Annual Anesthesiology Meeting that focused on strengthening physician leadership through effective partnerships.

We have also continued our focus on advancing diversity and inclusion through strategies that educate, engage, and inspire current and potential members. Overall, roughly 23% of Members and Fellows are diverse, while 31% of new members are racially diverse.

- *Engagement of ACHE’s Diverse Members:* In the fourth quarter, we continued a strategic
focus on enhancing racially/ethnically and LGBT diverse members’ engagement in several ways. Through the two diversity Forums, we have partnered with select Chapters to implement Chapter liaisons to the Asian Healthcare Leaders Forum (AHLF) and LGBT Forum. The liaisons will facilitate outreach to the Chapter’s current and potential members in each Forum’s respective community. This quarter we increased Forum and member engagement by conducting the first Forum educational webinars. We exceeded attendance goals for both webinars and generated unbudgeted revenue. Recordings of each webinar are posted on the Forum’s members-only website to leverage it as an ongoing educational benefit for Forum members. We ended the year with 218 members in AHLF and 212 in the LGBT Forum.

- **Partnerships with Diverse Partner Groups**: Our strategy to cultivate meaningful collaborations with our external partners—Institute for Diversity and Health Equity, National Association of Latino Healthcare Executives, and National Association of Health Services Executives—continued in the fourth quarter. ACHE leads the collaborative work on the jointly created website, Executive Diversity Career Navigator, which increases diverse leaders’ access to career advancement resources and inspires through the stories presented by diverse leaders. In October, we launched an EDCN marketing upgrade to continue growth in the number of EDCN users, which increased significantly in the second half of 2018. Also in October, we participated as a silver sponsor in NAHSE’s 50th Anniversary Conference and ACHE’s Diversity & Inclusion Director served as a panelist on a Conference educational session. In the fourth quarter, we continued our partnership with the Institute to promote the 2019 Summer Enrichment Program.

- **Thomas C. Dolan Executive Diversity Program**: Our fourth quarter strategy for the Dolan EDP focused on increasing engagement of the Dolan Scholars and Mentors and expanding awareness of the program. We selected the new cohort of 2019 Scholars and expanded our outreach to applicants who were not selected to encourage their involvement in other ACHE opportunities. The overall program satisfaction scores from the outgoing 2018 Scholars increased over comparable scores from the 2017 cohort. We also increased Dolan EDP alumni contributions to the Fund for the second consecutive 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**

Performance results for New Member Engagement in 2018 consistently outperformed 2017. The third quarter report of 2018 showed 24.6% of new members becoming engaged (attending national or chapter education or volunteering for their chapter) within 90-days of joining as compared to 17.8% during the same time in 2017.

Based on input from ACHE’s Board of Governors, we are working to review and refine the
Foster Engagement Action Plan to focus more on Building Member Relationships, especially with those in the Early Careerist and CEO/C-Suite segments. A core piece of this strategy, moving forward, will be to improve the focus, specificity, and consistency of information gathered about members’ unique needs and interests, as well as where they are in their career. This information will be used to more effectively direct and connect members to the best-fit offerings through:

- Targeted communications to highlight the best-fit offerings.
- More personalized communications to articulate unique value propositions.
- In some cases, personal outreach to support members in taking advantage of the best-fit offerings.

Support Leaders

The Career Resource Center (CRC) continues to play a role as connector between members through two popular services. The Career Advising Network, which served 287 members by the end of the fourth quarter of 2018 and has more than 1,600 volunteers, assists members in job transition or those in need of career advice. The Leadership Mentoring Network, which launched a record 200 partnerships and has more than 1,700 volunteers, provides the opportunity for mentors to share knowledge and provide guidance to mentees, an important part of the professional development journey.

CRC also supports leaders via the ACHE Executive Coaches Directory. The new platform, launched at the beginning of 2018, contained nearly 60 listings as of the end of the fourth quarter of 2018. These coaches are pre-screened, must be ACHE members and have a practice that focuses on healthcare management. All of the services described above are resources connected to ACHE’s CareerEDGE and creates a natural bridge for those desiring assistance beyond the use of this valuable tool.

As part of the ache.org website redesign, CRC created a new Career Learning Center. This learning resource consolidates several self-guided online member-only presentations covering a variety of career management and job search related topics spanning a career-long cycle including: developing a strategic career plan, launching your career in leadership, resume development, networking, interview preparation, using LinkedIn and social media, as well as planning for retirement. Coupled with many other complimentary career management resources at ache.org, members have a rich source of tools to draw upon at any stage.

Personalize the Experience

ACHE continues to build systems and tools that provide new capabilities to support enhanced digital experiences for members through the website, mobile app, and support for chapters. For example, work was completed on the re-design of ache.org, including the implementation of a content management system and features that enable personalization to enhance the member experience. In addition to visually representing our brand in a more contemporary and sophisticated manner, the site is also fully optimized for mobile devices. This new “digital front door” is the first milestone in a digital strategy that will continue to evolve, ultimately providing healthcare leaders, especially our members, with value-added content, a personalized experience and a sense of community.

As part of these digital enhancements, ACHE also launched a new digital format of Healthcare Executive. This new communication platform extends our reach and impact and enables members and other users to engage with our content more frequently and on a mobile-friendly interface.
In support of chapters, ACHE is developing digital functionality 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.