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

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 of healthcare organizations and associations where they use actionable tools to progress their own outcomes, through innovative, customized programming and partnerships that further promote the existing work around Leading for Safety.

- **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. There has been over 11,000 unique downloads of the Blueprint since its launch, and nearly 1,000 healthcare leaders have taken the pledge in the last year.
- **Education**: In order to meet the needs of a broad range of leaders and types of organizations, ACHE continues to promote current educational programs and products, around the six domains of the Blueprint and has offered almost 5,400 continuing education hours for the Leading for Safety initiative over the last two years. Executive Learning Labs are new one and a half day offerings, held inside a provider-based organization, that have been designed to immerse a leader into an organization’s safety culture. They include dialogues with leaders and practitioners as well as safety huddle observations and tours of facilities.
• **Collaboration:** 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 of the NSC Subcommittee on Culture, Leadership, and Governance. Several state hospital associations are working on cobranding the Blueprint for their local distribution as well.

**Build Partnerships**

ACHE continues learning collaborations with the American Society of Anesthesiologists (ASA) and the American Academy of Physician Assistants (AAPA). ASA and ACHE hosted a Physician Leadership Development workshop in October (preceding the ASA Annual Meeting), focusing on soft leadership skills, such as teamwork and having difficult conversations. Fifty-five physician leaders attended this day-long workshop, which received high evaluation scores.

AAPA and ACHE are marketing the Leadership Package, focused on early leadership career development needs of advanced practice providers (APP). The keynote address at the fall AAPA Executive Leadership Collaborative conference featured ACHE faculty addressing the future of healthcare and APP roles within the changing systems of care and AAPA gave a webinar during National Physician Assistant Week to the ACHE audience regarding the use of APPs in healthcare systems. ACHE continues to detail the learning collaborative work with the American Society of Health-System Pharmacists (ASHP), supporting the interprofessional leadership skill development of health-system pharmacist leaders. A webinar was given by ASHP leadership to the ACHE audience regarding advancing pharmacist leadership roles in care delivery, and ACHE faculty was the closing plenary address at the fall ASHP Leadership Conference, addressing resiliency in changing times.

ACHE has been awarded Joint Accreditation giving us the ability to provide continuing education for nurses, pharmacists, physicians, and physician assistants.

**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**

In 2019, chapters offered over 1,100 events to almost 70,000 attendees, which totaled over 400,000 total attendee hours. Close to 900 hours of Face-to-Face (F2F) education was offered via 550 panel discussion templates and over 20 ACHE On-Location Programs. During the fourth quarter, the efforts to strengthen the ACHE/chapter relationship continued with emphasis being put on the challenges identified by chapters.

• **Chapter Communications Support:** Recent survey results suggest that chapter website support is still a major pain point for chapters. Whereas recent focus has been to find a solution that includes integration of chapter websites with ache.org, this approach includes challenges that may not truly improve our levels of support. Therefore, we are
revisiting ways to better leverage our current technology to make a more immediate impact on satisfaction with chapter website support.

- **ACHE Support**: We implemented a new structure for quarterly calls with chapter presidents whereby each chapter is asked to turn in a report in advance of the call outlining key updates. This is meant to foster more meaningful discussion around common themes and encourage collaboration between chapters. Additionally, we rolled out a structure for quarterly one-on-one calls with chapter presidents to deploy best practices and help problem solve.

- **Membership Growth**: A major effort in 2019 was to focus chapters on reinstating 35.5% (3,747) of lapsed members. As of December 31, 2019, we achieved a total of 2,611 reinstatements which represents 69.7% of the goal. Ongoing plans include engaging chapters in reaching out to members who have not yet paid their 2020 dues in an effort to reduce the number of members that lapse in 2020.

**Advance Diversity and Inclusion**

As of December 31, 2019, there were 6,350 racially and ethnically diverse members of ACHE, which represents about 23% of Members and Fellows. Roughly 37% of our new Members are diverse. The diversity and inclusion focus for the fourth quarter of 2019 continued to be on improving diverse members’ engagement in ACHE and leveraging our partnerships to enhance diversity and inclusion in healthcare management.

- **Engagement of ACHE’s Diverse Members**: To strengthen engagement of members in ACHE’s diversity forums and in coordination with ACHE’s Leading for Safety initiative, we conducted a three-part webinar series examining the intersection of safety and diversity, equity, and inclusion. The Forums’ webinar topics addressed “Safe and Respectful Care for LGBTQ Populations,” “Inclusive Language Services to Support Patient Safety,” and “The Dynamic Between Trust & Safety for African American Patients.” Our diverse partner groups—National Association of Latino Healthcare Executives and National Association of Health Services Executives—co-hosted the webinar series. There were a total of 69 webinar attendees and the participants’ overall satisfaction rating averaged 4.66/5.0. At the local level, we supported chapters’ efforts to improve member engagement with implementation of a pilot initiative to racially/ethnically diverse members who have had minimal involvement with ACHE in the past year. Also, in support of diverse member engagement, 11 chapters conducted diversity and inclusion related education sessions in the fourth quarter.

- **Partnerships with Diverse Partner Groups**: Our ongoing work with our external partners—Institute for Diversity and Health Equity, National Association of Latino Healthcare Executives, and National Association of Health Services Executives—supports the D&I growth and retention strategic objective. This year we expanded our support of NAHSE’s annual educational conference with targeted sponsorship of the case competition and Women’s Forum. To enhance our partnership with NALHE, we facilitated connections with new NALHE chapters and their corresponding ACHE chapter, such as the NALHE Chicago Chapter launch in November. We also continued co-promoting IFDHE’s Summer Enrichment Program, with several host sites registering through ACHE in the fourth quarter.
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. To further this engagement, an automated marketing campaign launched in the third quarter. Targeted messages are sent every two weeks to seven different new member segments throughout their first 90 days highlighting benefits of interest particular to each segment.

In 2019, about 250 national education and networking programs were held to over 11,100 attendees. ACHE’s Choice program also had a record-breaking year with nearly 70 programs offered and an overall satisfaction score of 4.55.

### 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. An email messaging campaign was launched this past year to increase member awareness and ensure the CRC is being leveraged by the ACHE membership to the highest degree possible. ACHE’s CareerEDGE® and the student version have seen an increase in usage, totaling over 7,000 accounts combined since their inception. CRC serves as a connector for members via The Leadership Mentoring Network, which launched 175 partnerships and includes more than 2,200 mentor volunteers, and the Career Advising Network serving over 250 members with support from over 1,700 volunteers. The ACHE Job Center averaged nearly 1,900 position listings with more than 2,500 job seeker accounts. The CRC continues to research member needs with results being finalized from the “Career Concierge Pilot” project launched in 2019 to more clearly define common questions, issues, barriers and resources needed for those in the early stages of their career.

### Personalize the Experience

In the fourth quarter, we began a partnership with a digital marketing firm to personalize the website user experience even further through engagement and redirection. Similar to retailers who track browsing history—ACHE is now doing the same, retargeting Members and consumers who view our website but decide not to make a purchase or a transaction.

This tactic now allows us to scale advertising spends and track real time return on investment. It also further personalizes the experience—delivering relevant messaging to consumers, who for example, view the Congress website, but do not register for the event.
ACHE has worked to optimize self-serve options through the new website by implementing expanded search capabilities, enhancements to MyACHE that will improve personalization, and a redesigned home page that will provide users more efficient access to their desired content. In addition, the expanded Healthcare Executive platform, which now includes podcasts, enables users to engage with ACHE on-the-go.

For questions or feedback on ACHE’s Strategic Plan, please contact Julie Nolan at jnolan@ache.org.