Strategic Framework: Setting Organizational Direction
Strategic Plan Progress Report as of May 31, 2020

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**

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 continues to highlight leaders of healthcare organizations and associations who use actionable tools to progress their own outcomes through innovative, customized programming and partnerships that further promote the existing work around Leading for Safety. While the main activities around supporting safety tactics across organizations focused on sharing practices and knowledge at Congress, the partnership remains strong with the Institute for Healthcare Improvement. ACHE earned the ability to offer CPPS credit during its future safety offerings, supporting the Certified Professional in Patient Safety (CPPS) credential. ACHE will also be active in rolling out the work of the National Steering Committee for Patient Safety, including toolkits and assessments for healthcare organizations to use to measure their safety journeys.

**Build Partnerships**

ACHE continues collaborations with the American Society of Anesthesiologists (ASA) and the American Academy of Physician Assistants (AAPA). ASA hosted three ACHE Choice sessions at its Practice Management conference in Las Vegas, with 240 ACHE Face-to-Face Credits issued across one keynote and two workshop physician leadership
discussions. ASA and ACHE also co-hosted a joint webinar in May with 1,999 in attendance. Two panelists were from ACHE—one CEO and one physician executive. Planning is underway for a virtual workshop to be held in conjunction with the October ASA Annual Anesthesiology conference, as well as the 2021 Practice Management conference. 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 Leadership Package, focused on early leadership career development needs of advanced practice providers. ACHE is planning to be a part of AAPA’s virtual annual Executive Leadership Conference in the fall. 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. Each of these Learning Collaborators will be scheduled to host ACHE webinars through the remaining calendar to assure reach of their specialty to our healthcare executive audience.

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.

In January, we began a project with Mariner Management to analyze the current state of the ACHE-Chapter relationship. We received a preliminary report in May which reiterated several areas for us to focus on with chapters to help align our efforts and reduce administrative burden for chapter leaders. Work is underway to identify models for directly providing certain services to chapters. A primary area of focus is to explore integration of the ACHE database with chapters to provide enhanced capabilities for reporting, data sharing, chapter websites and chapter event management.

COVID-19 presents unique challenges for chapter leaders and there is proactive effort from our Regional Directors to help leaders navigate these challenges. Key discussion points include virtual programming (education and networking), member recruitment/retention, sponsorship and finances.

**Advance Diversity and Inclusion**

In response to COVID-19, ACHE’s diversity and inclusion strategic direction has been to position ACHE as a welcoming place for diverse healthcare management professionals
seeking to thrive in their careers through this crisis period, and for all healthcare executives committed to sustaining diversity, inclusion and equity as a priority in healthcare management. We also continued work on existing and scheduled D&I initiatives, adapting them as needed in response to the pandemic.

**Engaging Diverse Leaders in response to COVID-19:** In early April 2020, we invited a group of racially/ethnically and LGBTQ diverse healthcare executives to a virtual career roundtable to share how they were managing professional and personal realities amid the COVID-19 pandemic. Of the 30 invitees, 23 leaders (70%) participated. Summaries of their insightful comments served as a voice-of-the-customer listening post to help inform development of webinar topics, support to chapter D&I leaders, and diversity Forum services. To inform and inspire other diverse healthcare administrators, summaries of the virtual roundtable are posted on the Executive Diversity Career Navigator (EDCN). We launched an updated version of the Executive Diversity Career Navigator, which includes the subpage “Navigating Your Career Through the COVID-19 Crisis & Beyond.” We developed a five-part EDCN career webinar series designed to start a conversation and build a community for diverse leaders. For the two webinars held in May, registration numbers exceeded expected participation and over 30% of registrants were not ACHE members, which offers a recruitment opportunity.

**Adapting D&I initiatives:**

**Thomas C. Dolan Executive Diversity Program:** We launched the 2020 Dolan EDP in January with a three-day orientation session and matching the six scholars with their respective mentor. After the onset of COVID-19, we convened a special Dolan EDP virtual session on “Leadership Learnings from COVID-19,” with 100% of scholars and mentors accepting the invitation to participate. The scheduled May 4 opening of the application period for the 2021 Dolan EDP was postponed, and we are re-imagining how the program will operate for the current cohort and future programs.

**Women Leadership/The Equity Collaborative (TEC):** We developed and began implementing the ACHE/TEC partnership plan with Gayle Capozzalo. Results have included an ACHE gender diversity podcast in March; a webinar featuring Tufts Medical Center leaders as part of ACHE’s COVID-19 Series with Front-Line Leaders; a Yale New Haven leader as a featured presenter in an EDCN webinar; and Sutter Health leaders as featured authors in the LGBTQ Forum and Asian Healthcare Leaders Forum newsletters.

On June 2, ACHE shared a statement with our more than 111,000 social media followers stating our commitment to stand against racism, injustice and violence of any kind. Later that week, we followed with a longer statement and email to all members and staff from our CEO. The posts garnered more than 450 engagements, comments and shares. The Board of Governors will be discussing how to elevate our D&I work at its July meeting.

**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.

In the first quarter, ACHE pivoted quickly from actively marketing the 2020 Congress on Healthcare Leadership, to the immediate deployment of a corporate communication strategy surrounding the cancellation and refunding of upcoming in-person events.

In parallel, we recognized the specific needs of the field, and created a free and open to the public resource center in response to the COVID-19 global pandemic. We continue to see strong engagement through our reach and impact efforts, including 7,500+ attendees (approx. 30% non-members) for our Front-Line Leader webinar series. From podcasts and blogs, to a complete redirection of *Healthcare Executive* content, engagement has been very positive.

We have continued delivering a range of personalized content across platforms, including email, newsletters and digital advertising. We established a 90-day new member email marketing automation campaign designed to increase utilization of benefits and services and, ultimately, reduce attrition. This 7-message campaign has an overall 35% open rate, 4-7 points higher than our monthly average YTD.

In furthering this response, and our efforts to act as a catalyst in the field, we launched an online community for CEOs. With the offering of this personalized platform, coupled with the extension of dues write-offs and the offer to join ACHE at half price throughout the summer, we’re confident in our efforts to give back to the field during these unprecedented times.

The Career Resource Center (CRC) continues to support healthcare leaders in their career development via various tools and services available exclusively to members. The CRC hosted four Student/Early Careerist-specific and two Senior Leader/Executive-focused webinars throughout April and May to support members post-Congress cancellation. The CRC also supported Career Assessment Workshop registrants by delivering online sessions covering Conflict and Change Management, Emotional Intelligence and Benchmarks 360 Leadership. ACHE’s CareerEDGE® and the student version have seen an increase in usage, totaling over 6,000 registrant accounts combined since their inception and a total of more than 2,600 new and returning active accounts for 2020. CRC serves as a connector for members via The Leadership Mentoring Network (LMN), which launches about 115 partnerships annually and includes more than 2,000 mentor volunteers. The ACHE Job Center has averaged nearly 1,400 position listings through May 2020 with more than 1,900 job seeker accounts.

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