Strategic Framework: Setting Organizational Direction
Progress as of July 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.

### Advance Safety and Build Partnerships

To activate the strategic goal of advancing safety, three phases have been identified to fully support and promote the Leading for Safety initiative: Awareness and Engagement, Education, and Collaboration. This three-pronged approach establishes ACHE as a thought leader on the culture of safety with innovative, customized programs, products and services that provide our members with actionable tools to progress their own work and organizations. These steps are poised to create a movement across the healthcare leadership field to change the culture of safety within organizations throughout the country.

- **Awareness and Engagement**: The second quarter focused on building awareness and fostering engagement with the promotion of the Leading for Safety microsite, allowing us to feature and amplify safety-themed resources to help leaders drive a culture of safety. In addition, members are able to personally commit to a “We Lead for Safety” pledge. Further strategy is being developed to strengthen and support the Leading for Safety initiative with Regents and chapters.
- **Education**: In full consideration of the learning needs around the culture of safety, current educational programs and products are being promoted while innovative and experiential offerings to target each of the six domains are being planned. ACHE offers seminars, chapter panel templates and webinars to support leaders across their safety journey as new formats are being considered to enhance and grow ACHE’s educational offerings on safety.
- **Collaboration**: To further cement and advance ACHE’s image as a thought leader on the culture of safety, collaboration with other industry leaders is required. ACHE looks to identify and engage partners around work in each of the six domains of the Blueprint.
Strategy is being developed to collaborate with other national and state associations to further the work of the Leading for Safety initiative. Deborah Bowen will also be serving as a co-chair for the Culture, Leadership, and Governance National Steering Subcommittee for the Institute for Healthcare Improvement/National Patient Safety Foundation.

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:

- *Overcoming Geographical Barriers:* The new remote option is providing learners in geographically remote areas the opportunity to obtain Face-to-Face credit. By the end of June, the chapters in Nevada, South Dakota and Utah had applied and been approved to utilize the remote option.
- *Upgrading Content:* In the second quarter, chapters continued to utilize the six new templates released in 2018 to deliver quality education, with the most popular templates related to behavioral healthcare, the opioid crisis and patient safety. Chapters have all adopted the reduction in the deadline for panel discussion template submission from eight weeks to four weeks to increase chapter management efficiency.
- *Membership Recruitment & Retention:* ACHE has developed new resources to assist chapters with recruitment and retention that can also support joint ACHE and chapter efforts. A joint ACHE and chapter dues renewal initiative resulted in almost 900 members paying their dues prior to the April 2018 suspensions. Additionally, updates to the Membership area in the online Chapter Service Center include new and easy-to-access resources that will be a key element of the second annual ACHE and chapter reinstatement outreach along with the fall membership recruitment campaign beginning in September.
- *Chapter Communications Support:* To reduce the burden of creating and maintaining websites, additional support programs will provide direct assistance to help chapters effectively communicate with their members. Staff is transitioning the ACHE-hosted websites to an updated, more robust platform.

**Advance Diversity and Inclusion**

Since the last report, we have expanded on our partnerships and efforts to increase the diversity of our membership across the continuum of care. We are focused on growing clinical partnership to provide leadership development opportunities to anesthesiologists, physician assistants, and advanced practice nurses aspiring to be or who are currently in executive leadership roles. We have also focused efforts on advancing diversity and inclusion (D&I) for members with diverse identification characteristics in the following three areas:
• *Engagement of ACHE’s Diverse Members*: We continue to provide and promote engagement opportunities for ACHE members who self-identify as racially or LGBT diverse by working through the two diversity Forums and with ACHE chapters. For example, we are developing a pilot initiative with the Chicago Health Executive Forum to have a CHEF liaison to the LGBT Forum Committee. The liaison will facilitate more coordinated member engagement efforts, such as a joint education and networking session, comparable to one recently hosted by the Louisiana Chapter of Healthcare Executives. Through the Asian Healthcare Leaders Forum and LGBT Forum, we are updating and creating new chapter program templates that we will use to encourage chapters to increase D&I educational offerings. Two revised and one new template are currently in process.

• *Partnerships with Diverse Partner Groups*: The sustained strategy is to strengthen our partnerships with our external partners—Institute for Diversity and Health Equity, National Association of Latino Healthcare Executives, and National Association of Health Services Executives—by providing meaningful connections and mutually beneficial collaborative opportunities. In the second quarter, we participated in NAHSE’s C-Suite Leadership Conference, which provided the opportunity to videotape interviews with 16 NAHSE leaders to add to the Executive Diversity Career Navigator. In partnership with NALHE, we conducted a virtual focus group to engage with attendees from the “Better Together” Joint Reception at the 2018 Congress. We continued to strengthen our partnership with the Institute through our collaborative work on the 2018 Summer Enrichment Program.

• *Thomas C. Dolan Executive Diversity Program*: The overall strategy entails raising awareness of the program and increasing engagement of the Dolan EDP Scholars to expand interest from potential applicants and supporters. In conjunction with Development, we are working towards having 100% of Dolan EDP former and current Scholars contribute to the Fund for Healthcare Leadership. Extending the reach of the program and visibility of Dolan Scholars also supports the strategic objectives of ACHE’s Fund for Healthcare Leadership, which is the sole financial provider for the Dolan EDP.

**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 engage them with our incredible ACHE community – 90 days. As a result, we are focused on engaging new members within the first 90-days of joining ACHE through the Joint (National/Chapter) Member Relationship Strategy. Key elements of this strategy include:

- Understand the unique needs and interests of new members so we can more effectively direct and connect them to the best-fit offerings
Refine messaging to new members to ensure they understand that a key opportunity to access the ACHE community locally is through their local chapter.

Provide chapters with tools (including templates and scripts) to support volunteer leaders’ ability to easily implement a new member communication plan.

Share best practices identified via last year’s Chapter Member Engagement Pilot Program.

Early information that may be helpful to chapters in engaging new members is already available on the Chapter Service Center on ache.org. A more formal kickoff of the Joint National/Chapter Member Relationship Strategy will take place at the 2018 Chapter Leaders Conference. Chapter leaders will receive training on available resources, will be informed of ongoing national support and will be encouraged to rally behind the importance of engaging new members within the ACHE community.

Support Leaders

We continue to use and enhance traction of CareerEDGE as demonstrated by piloting a virtual version of CRC’s popular Strategic Career Planning session in conjunction with the San Francisco Cluster. The feedback from participants was positive and CRC will refine this method of delivery which may provide a cost effective way to deliver such content to new audiences going forward.

Based on feedback from members on the importance of starting a new role successfully, CRC utilized the annual ACHE Career Development Committee meeting to discuss specific ideas for new “on-boarding” resources. CRC staff will now move forward with development of these resources designed to provide valuable assistance to members through their first 90 days in a new role.

We continue to offer and promote the FACHE credential as an avenue for career advancement. The new marketing campaign that was launched to Members eligible for Fellow status is ongoing to increase the value and awareness of the credential with influencers. A chapter-led review course for the Board of Governors Examination has been developed in collaboration with nationally recognized subject matter experts. Instructor materials include sample course outlines, teaching notes and talking points, a PowerPoint deck, and sample test questions. The course will be piloted and launched during the third quarter.

Personalize the Experience

ACHE continues to build new systems that would enhance digital experiences for members with its website, app, and support for chapters. For example, on the website, users’ personal Member and Fellow statuses will be recognized at login enabling curation of content aligned to their needs, and enhanced search features will ensure delivery of more meaningful and robust results.

ACHE also has developed a digital microsite for Healthcare Executive which will debut in late fall. The new microsite, healthcareexecutive.org, will allow members ready access to content while extending our reach and impact.

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