Strategic Framework: Setting Organizational Direction
Progress as of May 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: Leading for Safety Initiative**

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 initial 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 first quarter of 2018 focused on awareness with the launch and promotion of the Safety microsite, allowing us to feature and amplify safety-themed educational offerings, book publications, and published articles (the beginnings of a learning library). ACHE social media channels aligned to industry-wide safety events, with a spotlight on Patient Safety Awareness Week. To begin creating engagement, the safety microsite offers an assessment for individuals to compare the leadership approaches to support a culture of safety to those benchmarked in the Blueprint. 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 explored. The 2018 Congress on Healthcare Leadership yielded 20 Patient Safety educational sessions, and 2019 will hold an educational learning track, where individuals can set their schedule to
optimize the number of patient safety sessions throughout the week. Two of ACHE’s two-day seminars focus on domains of the Blueprint, and four new chapter panel templates have been created to take deeper dives into each of the domains. A series of three webinars on safety offer a free option for members to learn how they can use the Blueprint to create a measurable culture of safety. New publications, such as the Safety Playbook and journal articles, offer in depth guides and case studies for implementation. To continue to enhance and grow ACHE’s educational offerings on safety, new formats are being considered, such as a virtual conference, safety learning labs, CEO roundtables on safety and an online learning library of customizable, modular courses on the culture of 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. In a new effort to relaunch the patient safety agenda, ACHE has partnered with 24 other associations and key health systems and organizations, including IHI/NPSF, to form the National Steering Committee for Patient Safety.

**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 increased focus on increasing support by addressing challenges noted by Chapter leaders. Chief among these challenges are the following:

- **Overcoming Geographical Barriers:** As of February 1, a new policy expands Face-to-Face opportunities to learners in geographically remote areas. Chapters expressed strong support for ACHE’s development of the remote option, with several indicating plans to incorporate it into their 2018 program planning, with the first event held by the Utah chapter in May.
- **New and Fresh Topics:** The development of new Face-to-Face panel discussion templates and updates to existing templates are ongoing. There are six new templates since January 1 (four Patient Safety, one Opioid Crisis and one Behavioral Health). The utilization includes five chapters using the Behavioral Health template, two chapters using the Opioid Crisis template, and two using the templates related to Patient Safety.
- **Streamlining Processes and Evaluating Structure:** In acknowledgement of the challenges faced by busy volunteers, a review of Regional Services’ processes, and chapter agreement obligations, is in progress to reduce barriers and make chapter management more efficient. Chapters have enthusiastically embraced and utilized the reduction in the deadline for Panel Discussion template submission from 8 weeks to 4 weeks.
• **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 in Q3 and Q4 along with the Fall membership recruitment campaign beginning in September.

• **Chapter Communications Support:** To reduce the burden of creating and maintaining websites and newsletters, additional support programs will provide direct assistance to help chapters effectively communicate with their members. In Q3, a focus will be to determine the ongoing role of websites and newsletters as the vehicles for chapters to communicate with their members as well as work individually with chapters to determine the best method for them to communicate with their members, which will play into potential revisions to the Chapter Agreement. In conjunction with the ache.org re-design, by the end of the year the 60 ACHE hosted web sites will migrate to a more robust platform that will facilitate enhanced staff support.

• **Structural Model:** A modified position description for Regional Directors will reflect a Field Representative role, functioning in a more consultative capacity providing guidance, assistance, and resources. Individual performance objectives target chapter support areas of recruitment, advancement, engagement and overall satisfaction. In January, Regional Directors contacted all incoming chapter presidents to establish a relationship. Every other month all chapter presidents receive an e-mailed packet designed to foster a consultative relationship and a chapter onboarding track has been added to the Chapter Leaders Conference. Chapter visits have been completed in several areas, with scheduling underway for the Fall and Winter.

**Advance Diversity and Inclusion**

In the first quarter of 2018, we have placed the strategic focus for advancing diversity and inclusion (D&I) in three main areas:

• **Engagement of ACHE’s Diverse Members:** The main focus of our strategy has been to provide and promote relevant opportunities for ACHE members who self-identify as racially diverse to become more involved with ACHE and develop a stronger member community. A comparable strategy is being utilized for ACHE members who self-identify as affiliated with the LGBT community. Through the Asian Healthcare Leaders Forum (AHLF) and LGBT Forum, we are developing a new component of ACHE’s Leadership Mentoring Network that will be designed for members of the two diversity Forums. In the first quarter, we also initiated strategies to establish collaborative programs with selected ACHE Chapters and the diversity Forums. The first program is scheduled for mid-June, in collaboration with the Louisiana Chapter of Healthcare Executives, North Texas Chapter, and LGBT Forum. To expand our engagement strategy to a broader range of ACHE current and potential diverse members, we have focused on two other strategies: partnerships with our Diverse Partner Groups and the Thomas C. Dolan Executive Diversity Program.

• **Partnerships with Diverse Partner Groups:** Our 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. One of the more prominent ways we operationalized the
strategy was co-hosting the inaugural “Better Together” Joint Diversity & Inclusion Reception at ACHE 2018 Congress. Additionally, in collaboration with our internal and external Diverse Partner Groups, we are exploring development of our next Better Together initiative that will assist healthcare organizations in building more inclusive cultures for diverse executives. Also in the first quarter, we continued to strengthen our partnership with the Institute for Diversity and Health Equity through our collaborative work to increase the number of 2018 Summer Enrichment Program host sites and graduate interns.

- **Thomas C. Dolan Executive Diversity Program**: As ACHE’s flagship diversity and inclusion program, the Dolan EDP serves as a strategic platform for operationalizing several D&I objectives. In the first quarter, we have continued to strengthen our connections to Dolan Scholars—the four cohorts of previous Dolan EDP participants. We are identifying and implementing opportunities for these racially and LGBT diverse healthcare executives to become leaders within ACHE and in the profession. For example, the ACHE Board appointed several Dolan Scholars to prominent ACHE Committees and other Dolan Scholars have received leadership appointments in their local Chapters. This strategy also includes expanding awareness of the Dolan EDP throughout the profession, which will support the objective to attract a robust pool of candidates for the 2019 Dolan EDP application period, May 7 – July 9, 2018. Raising awareness of the program and the Dolan Scholars’ professional accomplishments 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 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**. Key elements of this strategy include:

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

ACHE is enriching and expanding current career resource programs, products, platforms and services to better meet the personal and professional needs of a diversified membership. Expanding ACHE’s current career resource services has been a focus of the ACHE Career Resources Center and the use of CareerEDGE® surpassing 4,100 accounts is evidence since its launch in May 2015 of this expansion. Other evidence of reaching an important market segment of membership with value-added services is surpassing 700 user accounts in ACHE CareerEDGE,SE, the student version of CareerEDGE, which was fully launched in Q3 of 2016. Enhancing current services provided by the Career Resources Center included a new Executive Coaches Directory on ache.org offering expanding search capabilities and an improved user experience. This enhanced platform now includes 45 coaches in a format that provides additional information to the user. Listening to member feedback, “on-boarding” resources will now be created and made available, providing valuable assistance to members through their first 90 days in a new role.

The new FACHE marketing campaign was launched to Members eligible for Fellow status. It includes a new strategy to increase the value and awareness of the credential with influencers such as human resource executives, executive search firms, trustees and CEOs. This will help to raise awareness of the FACHE credential and support current Fellows and those who are interested in attaining the credential.

**Personalize the Experience**

ACHE is continuing efforts to redesign ache.org from a series of web pages that facilitate transactions to an experiential site that promotes learning, engagement and community. The redesign includes implementation of a content management system that will enable the creation, publication and curation of customized content for targeted member segments as well as features that utilize personalization to enhance members’ experience. The development phase of the project is nearly complete and the implementation phase is underway. Work on content migration and development strategies has begun, including the development of tailored messaging for unique member segments.

ACHE has completed development of the infrastructure for a mobile app – ACHE 365 – that will enable anywhere, anytime access to the association’s information and content, integrate national and chapter content, and enhance engagement by facilitating members’ participation in forums and discussions. The next area of focus will be on optimizing utilization and engagement with the app.

ACHE is working to extend access and engagement with its printed magazine content and is in the final stages of developing a digital microsite for Healthcare Executive to enable this strategy.

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