Strategic Framework: Setting Organizational Direction
Strategic Plan Progress Report as of September 30, 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**

ACHE continues to build on the three phases identified to fully support and promote the Leading for Safety initiative: Awareness and Engagement, Education, and Collaboration. Through these three channels, ACHE demonstrates an approach for leaders to engage and activate on their journey towards zero harm with innovative, customized programs, products and services that provide actionable tools to progress their own work and organizations. Through creating new offerings and incorporating the existing work of our members and partners, ACHE is able to scale these tactics into a movement around culture of safety to have a powerful and lasting impact.

- **Awareness and Engagement**: The third quarter continued focus 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. The Chapter Leaders Conference featured a Leading for Safety booth, where chapter leaders could pledge for safety on-site and share the work that their organizations and chapters do to support a culture of safety.
- **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. Work has begun on creating a series of short, online modules that will take a deeper dive into recommendations in the Blueprint; as the library of modules continues to grow, this holds the potential to develop into an educational subscription for organizations.
- **Collaboration**: 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, FACHE, CAE is serving as a co-chair for the Culture, Leadership, and Governance National Steering Subcommittee for the Institute for Healthcare Improvement/National Patient Safety Foundation, and planning is underway for the initial subcommittee meetings.

**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 provides learners in geographically remote areas the opportunity to obtain ACHE Face-to-Face (F2F) credit. During the third quarter, ACHE—Nevada Chapter, South Dakota Healthcare Executive Group, Triangle (N.C.) Healthcare Executives’ Forum and Utah Healthcare Executives held six remote F2F educational events.
- **Upgrading Content:** In August, staff analyzed evaluations received from 134 panel discussion template events spanning March–July 2018 to identify the top 10 responses to the following question: “What topics should be considered for future programs?” The top results are: Artificial Intelligence, Virtual Care/Telehealth, Millennials, Population Health, Population Healthcare Beyond the Hospital System, Turnover, Burnout, Quadruple Aim, ACOs and Marketing to Consumers. The information will be used to develop and distribute new templates by the end of the year.
- **Membership Recruitment & Retention:** ACHE continues to develop new resources to assist chapters with recruitment and retention. Over 90 chapter leaders participated in a Membership Meet-Up webinar to hear about the joint ACHE and Chapters Reinstatement Initiative and share information about their efforts to recruit, engage and reinstate members. The 2018 Chapter Leaders Conference launched ACHE’s Foster Engagement Initiative and included sessions on Engaging Early Careerists and Targeting Different Market Segments. ACHE announced a revised Grant Program for Chapter Innovation that increases the number of available grants from five to 10, and ACHE will only accept proposals from chapters that address improving member retention of early careerists or engaging clinicians. Each grant is worth $5,000.
- **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. In the third quarter, staff selected a general website template and will work with chapters to create a standard layout and features for the 56 ACHE-hosted websites.
Advance Diversity and Inclusion

We continue to work on increasing the diversity of our membership across the continuum of care by strengthening our partnerships with clinical organizations and their state level leaders to offer unique leadership development and networking opportunities to those entering healthcare management with a clinical background. Partnerships to advance these efforts include the American Academy of Physician Assistants, the American Society of Anesthesiologists, and the American Society of Health System Pharmacists.

We have also focused strategic 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**: This quarter, we focused on partnering with the chapters to strengthen member engagement at the local level. In September, we collaborated with the Southern California Chapter to co-host a “Better Together” leadership meeting and networking event, and assisted the New York Chapter, HLNY, to present an educational session using an updated chapter program template prepared by the Asian Healthcare Leaders Forum (AHLF). At the Chapters Leaders Conference, we facilitated a session showcasing three chapters’ diversity and inclusion programs that won Chapter Innovation Grants. The two diversity Forums have also provided opportunities to increase member engagement. To increase engagement of AHLF and LGBT Forum members in the Career Resource Center’s Leadership Mentoring Network, we have developed a specialized extension of the Network exclusively for Forum members. As another new Forum member retention and recruitment service, we will conduct an educational webinar for both the AHLF and LGBT Forum in November and December 2018, respectively.

- **Partnerships with Diverse Partner Groups**: We continued 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. For NAHSE’s 50th Anniversary Conference in October, ACHE created a mutually beneficial special offer for NAHSE members to promote HAP book sales, attendance at selected F2F educational programs, and purchases of Career Resource Center assessments. We also led development of and presented at a “Better Together” session at the NAHSE Conference, with the strategic intention of promoting ACHE’s leadership role in the collaborative work and increasing usage of the Executive Diversity Career Navigator. In the third quarter, we committed to continue our partnership with the Institute for the 2019 Summer Enrichment Program.

- **Thomas C. Dolan Executive Diversity Program**: The Dolan EDP strategy focuses on increasing awareness of the program and engagement of the Dolan Scholars. This will enhance the program’s prestige and ACHE’s D&I brand, while expanding interest from potential applicants and supporters. For the third consecutive year, Dolan Scholars were selected to be workshop presenters at next year’s Congress. To broaden outreach to potential Dolan EDP applicants, we have expanded promotion of the application period to year-round, starting with a special display at Chapter Leaders Conference and the NAHSE Conference, as well as promotion to the Chapter D&I Committee Chairs.

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

The theme of the 2018 Chapter Leader’s Conference was *Everybody In: Recruit, Engage and Retain*. A significant focus of the event was exploring opportunities and proven approaches to effectively engage new members, especially during the first 90 days of joining. ACHE’s network of chapters is ideally positioned to begin building relationships with new members and creating positive experiences that help them realize the value of their membership. During the conference:

- Keynote presenter Kevin O’Connor delivered meaningful education about understanding your audience, creating connections within the workplace/community and designing engaging and memorable meetings that leave your audience wanting to come back for more.
- ACHE introduced a New Member Engagement Toolkit based on chapter best practices. The toolkit included recommended approaches, templates and scripts for engaging new members.
- ACHE hosted a panel discussion with Q&A as well as focused networking for chapter leaders to share best practices and creative ideas for engaging members.
- ACHE communicated its strategy to harness the power of storytelling to help engage and inspire members by gathering personal stories from other Members and Fellows and sharing them through our redesigned website and social media. During the Chapter Leader’s Conference, 58 people shared personal stories through video interviews.

Next steps for the Foster Engagement action plan include:

- Refine messaging to new members to ensure they understand that a key opportunity to access the ACHE community locally is through their local chapter.
- Evaluate and improve ACHE’s membership application to ensure it collects focused and useful information about members’ unique needs and interests, as well as where they are in their career.
- Build process to use this information to more effectively direct and connect members to the best-fit offerings through:
  - Personalized communications to highlight the best-fit offerings for identified areas of interest.
  - More personalized communications to articulate unique value propositions.
  - In some cases, personal outreach will occur to support members in taking advantage of the best-fit offerings.

### Support Leaders

The Career Resource Center (CRC) continues to enhance the value of CareerEDGE® for members. The CRC conducted its third quarterly Career Advancement Group online meeting for CareerEDGE users. This group was established to support the use of CareerEDGE, increase the number of active users and share best practices. Attendance for these sessions in 2018 has averaged 45 and has contributed to maintaining a targeted monthly average of nearly 400 active CareerEDGE accounts for 2018.

To enhance the experience and encourage engagement in ACHE for the ACHE Senior Executives and Executives Program attendees, the Career Resource Center developed and conducted a special webinar for participants. This session covered an overview of available member career...
services and a tutorial on CareerEDGE, which can serve as a valuable tool to support leadership development efforts (no matter their career stage) and maximize the value of this exclusive ACHE leadership development program.

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 and executive search firms. 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 was piloted by three chapters during the third quarter. The program was officially launched during the Chapter Leaders Conference in September. It has also been positioned as a potential on-location program for chapters and other organizations.

**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, 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. A re-launch of the ACHE website is expected within the next six months.

In support of chapters, ACHE is developing digital functionality to enable the delivery of customized and engaging content at the local level, e.g., events, discussion boards, surveys, feedback, etc. This will be accomplished by transitioning from ACHE-hosted websites to providing one, custom-branded website on a single platform.

ACHE also has developed a digital microsite for *Healthcare Executive* that will launch in late fall of 2018. The new microsite, *healthcareexecutive.org*, will allow members ready access to content while extending ACHE’s reach and impact.

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