

2022

**Stuart A. Wesbury Postgraduate
Administrative Fellow Manual**



AmericanCollege of
Healthcare Executives
for leaders who care[®]

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CHAPTER 1: INTRODUCTION

Welcome to the American College of Healthcare Executives (ACHE). Over the next 12 months we hope to provide you in-depth exposure to a broad range of association management issues. You will have the opportunity to interact with senior-level executives, assume responsibility for selected administrative tasks, and explore issues of importance to ACHE and its members. By rotating through all major ACHE departments, we believe you will enhance your decision-making and problem-solving skills as they relate to complex organizational activities.

The following pages provide an overview of ACHE, a schedule outlining how much time you will spend in each ACHE department, and a detailed description of each department and what projects and activities within each department you will be involved in over the next 12 months.

Finally, the manual's appendices contain documents that we believe will assist you in gaining an understanding of ACHE's mission and goals.

We hope that your Fellowship with ACHE will be filled with a sense of pride, satisfaction, and achievement that comes from serving others.

CHAPTER 2: STRATEGIC & OPERATIONAL OVERVIEW 2022 – 2024

ACHE's 2022–2024 Strategic Plan

The evidence for strong, resilient leaders has never been more striking. The events of the past two years have further reinforced that ACHE has an integral role to play as the professional home for leaders committed to bringing their hearts and minds to the work of advancing health for all. While growing our leadership community, ACHE remains vigilant in cultivating leaders across all career stages, disciplines and settings.

ACHE's strategic plan guides the organization in its work to anticipate challenges leaders face in this rapidly changing healthcare environment. Our desire is to support leaders in advancing their personal and professional growth and driving safe, equitable, effective and efficient care for all.

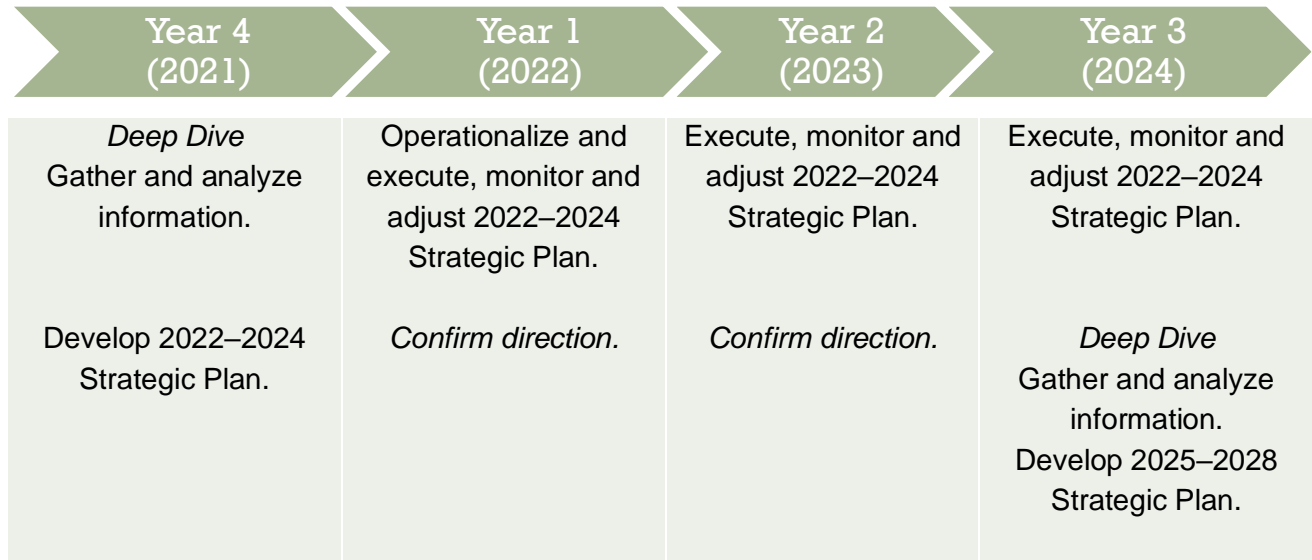
Strategic Plan Development Process

During 2021, the Board of Governors engaged in a process (illustrated below) to create a new strategic plan that ensures ACHE remains relevant to leaders. As is typical in a “deep dive” year, the Board sought diverse input from members, chapter leaders, Regents and other thought leaders across the country and continuum of care. When considering the feedback, the Board sought to articulate the most important ambitions and priorities to guide the organization over the next three years.

ACHE uses a systematic strategic planning that includes a four-step methodology:



The schedule for development of the 2022–2024 strategic plan is:



As the plan moves forward, the Board will also provide input and oversight on the budget, work plans and metrics that will translate the plan into action. In addition to monitoring progress on a quarterly basis, adjustments and improvements will also be made during the Board’s annual review and discussion of the plan. The goal is to optimize opportunities to ensure the ongoing relevancy of ACHE and the plan that guides it. Any adjustments or progress reports created will be posted for all members to see in the “About ACHE” strategy section at [ache.org](https://www.ache.org).

Mission, Vision and Values

ACHE’s vision, mission and values are the basis for the strategic plan, organizational direction and decision-making. ACHE’s fundamental purpose (mission) and the essential core values of the profession form the foundation for our strategy, while our desired long-term future (vision) is the guiding principle for the organization’s strategic direction. The following mission, vision and values of the organization were reaffirmed by the Board of Governors in 2021:

Mission: To advance our members and healthcare leadership excellence.

Vision: To be the preeminent professional society for leaders dedicated to advancing health.

Core Values: We are committed to and live out our core values through our work:

- **Integrity:** We advocate and demonstrate high ethical conduct in all we do.
- **Lifelong Learning:** We recognize lifelong learning is essential to our ability to innovate and continually improve ourselves, our organizations and our profession.

- **Leadership:** We lead through example and mentoring, and recognize caring must be a cornerstone of our professional interactions.
- **Diversity and Inclusion:** We champion diversity and foster inclusion to advance equity in the workplace and the communities we serve.

The Strategic Plan

ACHE's Strategic Plan is designed to leverage ACHE's role in building a leadership workforce capable of addressing the challenges facing our field now and in the future. The plan builds on the hallmarks of our commitments to integrity, lifelong learning, leadership, and diversity and inclusion, and amplifies our aspirations in service to our members, our profession and our field. The Board was clear that DEI will remain a key priority. In translating these aspirations to actions, ACHE will leverage its roles as trusted partner, connector and catalyst further outlined below.

The plan will be supported through a series of actions and investments that will be managed proactively to ensure our ambitions are realized. Close attention will be paid to the pace of change, our relationship to our chapters and how new partnerships can help extend our reach and impact.

We hope every member, leader, employer and partner will find as much excitement, inspiration and optimism as we found in creating the plan for the organization, our profession and our field.

The following are the ambitions for the organization in 2022–2024 as outlined by the Board of Governors:

- As a **Catalyst**, achieve our highest calling to advance health by leading through the lens of equity.
- As **Connectors**, grow our professional community of leaders across the healthcare continuum by leveraging our partnerships with chapters and other organizations.
- To expand our role and influence as a **Trusted Partner** to help leaders reach their highest potential to lead.

ACHE's Strategic Plan, which follows, is the roadmap we will use to realize these ambitions and direct our focus during 2022–2024.

In our role as *Catalyst*, ACHE will commit to leading for equity and safety. In doing so ACHE will:

- Be a thought leader and champion to drive solutions that advance equity. As priorities, we will:
 - Leverage organizational partnerships, including chapters, to drive DEI efforts.
 - Create essential resources for leaders to advance the creation of diverse, equitable and inclusive environments.
 - Grow the number of diverse member leaders.
- Champion and amplify the importance of safety, providing the tools and strategies needed to drive toward zero preventable harm.

In our role as *Connector*, ACHE will commit to growing our professional community across the healthcare continuum by leveraging our partnerships with chapters and other organizations. In doing so ACHE will:

- Identify new ways to enhance the ACHE-chapter partnership and better leverage the role of chapter leaders and volunteers in providing value to members.
- Strengthen our interprofessional community by making ACHE the professional home for healthcare leaders across the care continuum.

In our role as *Trusted Partner*, ACHE will commit to deepening engagement with members and the healthcare community through education, networking and career services to inspire and cultivate leaders to advance health. In doing so ACHE will:

- Grow the membership community to enhance opportunities for leaders to learn and grow.
- Accelerate the adoption of board certification (FACHE[®]) as the gold standard for leading.
- Expand partnerships with CEOs/C-suite/employers by supporting their efforts to develop a strong, resilient leadership workforce.
- Educate, engage and inspire those newer to leadership roles, including early careerists, to fulfill their highest potential in the profession throughout their careers.
- Accelerate the use of technology to proactively meet the challenges of a rapidly changing environment and create unparalleled digital experiences for leaders.

2022 Corporate Performance Objectives

Corporate Objective	2021		2022			
	Year-End Actual**	Weight	Threshold	Target	Maximum	Weight
Meet the consolidated corporate financial objectives as stated in the approved budget.*	\$1,350,687	15%	n/a	(\$1,174,348)	n/a	15%
Achieve an increase in the number of Members and Fellows.	38,276	15%	38,276	40,760	43,400	15%
Achieve a decrease in overall Member and Fellow attrition.	7,527 (20.2%)	15%	7,746	7,239	6,732	15%
Achieve an increase of Members who successfully pass the Board of Governors Exam.	607	15%	449	561	674	15%
Achieve an increase in number of earned credits from national ACHE face-to-face education and approved virtual F2F credits.	100,157	25%	79,665	87,632	95,598	25%
Achieve an increase in level of member satisfaction in the Member Needs Survey on the question "Overall, how satisfied are you with ACHE?"	4.12	15%	4.12	4.16	4.23	15%
Total		100%				100%

* The consolidated financial objective serves as a trigger for incentive payout and 15% for incentive calculation.

** Financial results are Preliminary & Unaudited

CHAPTER 3: ROTATION SCHEDULE (subject to change)

Rotations through the different departments of ACHE are intended to enhance your understanding of the work staff does and how it comes together as a whole to enhance our member experience and the value of their membership. You will be rotating through each department at the start of your fellowship year, and you will return to some of these departments over the rest of your year. The following pages will give you a description of each department and the projects that you will complete during your rotation.

Week/Month of	Department
August 1, 2022	ACHE Introductions
August 8, 2022	Executive Office – Chief of Staff (Governance Overview)
August 15, 2022	Executive Engagement (Membership / Ethics / Customer Service)
August 22, 2022	Executive Engagement (Membership / Ethics / Customer Service)
August 29, 2022	Executive Office (Research)
September 5, 2022	Executive Engagement (Career Resource Center)
September 12, 2022	Marketing (Product Marketing)
September 19, 2022	Learning / HAP (PA program kick-off)
September 26, 2022	Learning / HAP (PA program kick-off)
October 3, 2022	Executive Engagement (Credentialing)
October 10, 2022	Executive Office (Volunteer Relations)
October 17, 2022	Business Excellence (Finance & Accounting)
October 24, 2022	Business Excellence (Human Resources)
October 31, 2022	Learning / Professional Development
November 7, 2022	Marketing (Communications)
November 14, 2022	Business Excellence (Information Technology)
November 21, 2022	Business Excellence (Office Services – admin float projects)
November 28, 2022	Executive Office (Development)
December 5, 2022	TBD
December 19, 2022	TBD
December, 26, 2022	Learning (Professional Development)
January 2023	TBD / Congress Focused
February 2023	TBD / Congress Focused

March 2023	TBD / Congress Focused
April 2023	TBD
May 2023	TBD
June 2023	TBD
July 2023	Fellowship wrap-up / Project Finalization

Departmental Contact Information

Prior to beginning your rotation, you must connect with specific contacts for each department. It is recommended that you connect via email, a minimum of 7 days prior to the scheduled rotation week. Request-to-Meet email should include: Greeting, introduction, start/end date of rotation, request to schedule a meeting before or on first day of rotation to discuss department and potential projects.

Departmental contacts:

Marketing

- Lisa Lager – SVP, Communications & Marketing (effective 8/22/22)
- Emma O'Riley – Vice President, Communications & Marketing Operations
- Randy Liss – Director, Communications/Editor-in-Chief

Executive Office

- Deborah Bowen, FACHE, CAE – President / CEO
- Leslie Athey – Vice President, Strategy & Research
- Jennifer Connelly, FACHE, CAE - Vice President, Volunteer Relations
- Tim Tlusty - Vice President, Development
- Linda Tomczynski, Chief of Staff

Business Excellence

- Joe Cruitt – Chief Administrative and Finance Officer
- Mardel Ahleong – Vice President, Human Resources

Health Administration Press (HAP)

- Michael Cunningham - Vice President Publications & Director

Information Technology

- Chris Maynard - Vice President & CIO
- Steve Harris – Assistant Director, Applications
- Ronney Hunter - Assistant Director, Infrastructure

Executive Engagement

- Anita Halvorsen, FACHE - Senior Vice President, Interim Director, DEI
- Julianna Kazragys, FACHE, CAE - Credentialing Manager
- Dawn Mathews – Manager, Customer Service
- Gina LaMantia, FACHE – Director, Career Resource Center

Professional Development

- David Bartholomew - Senior Vice President, Learning
- Summer O'Neill – Director, Professional Development
- Molly Lowe, FACHE – Director, Content Strategy

Chapter Relations

- Stacey Kidd, CAE – Director, Chapter Relations

CHAPTER 4: EXECUTIVE OFFICE

Statement of Purpose

The Executive Office is responsible for carrying out the policies of the Board of Governors and the Council of Regents, overall operations and the implementation and administration of policies, programs, and services, and representing ACHE to a wide variety of constituencies. It consists of the president, Development, Research, and their support staff.

Learning Objectives

The fellowship experience will include the following:

Objective	Description
1.	Acquire a thorough understanding of association management with special emphasis on the management of a professional society.
2.	Develop a thorough understanding of the governance function within ACHE. Know the purpose, function, and membership of the following: <ul style="list-style-type: none"> <input type="checkbox"/> Council of Regents <input type="checkbox"/> Board of Governors <input type="checkbox"/> ACHE Committees
3.	Acquire a thorough understanding of the role and function of each of the executives within the executive office. <ul style="list-style-type: none"> <input type="checkbox"/> President/CEO <input type="checkbox"/> Vice President, Development <input type="checkbox"/> Vice President, Research <input type="checkbox"/> Vice President, Volunteer Relations
4.	Develop a thorough understanding of the purpose and function of the various staff and management meetings within ACHE. <ul style="list-style-type: none"> <input type="checkbox"/> General Staff Meeting <input type="checkbox"/> Management Staff Meeting <input type="checkbox"/> Executive Office Staff Meeting
5.	Develop a thorough understanding of ACHE's Corporate Partnership and Fund Development programs: <ul style="list-style-type: none"> <input type="checkbox"/> Corporate Partnerships Program: current Corporate Partners & benefits offered to each. <input type="checkbox"/> Fund Development Program: The Fund for Healthcare Leadership & donations process.
6.	Read and master the content of the following documents. <ul style="list-style-type: none"> <input type="checkbox"/> 7 Measures of Success: What Remarkable Associations Do That Others Don't <input type="checkbox"/> Annual Report and Futurescan 2021-2026: Healthcare Trends and Implications

CHAPTER 5: RESEARCH

Statement of Purpose

ACHE's Research team conducts research about the healthcare leadership field, and about the satisfaction of our members. The team is responsible for producing reports used to track key data about our members and conduct analyses to better understand member behavior. Research also supports the organization in selecting samples for surveys and marketing efforts.

Learning Objectives

The fellowship experience will include the following objective:

Objective	Description
1.	Acquire an understanding of survey questionnaire design <ul style="list-style-type: none"><input type="checkbox"/> Test a questionnaire for an upcoming survey<input type="checkbox"/> Conduct a literature search to aid in creation of a survey report and the design of a survey questionnaire on the topic of how organizations are addressing DEI
2.	Acquire an understanding of key considerations in the design and conduct of research surveys <ul style="list-style-type: none"><input type="checkbox"/> The steps to designing, fielding and analyzing surveys<input type="checkbox"/> Data quality<input type="checkbox"/> Confidentiality

CHAPTER 6: EXECUTIVE ENGAGEMENT

Statement of Purpose

The Department of Executive Engagement is comprised of several different member facing services: Membership, Certification, Customer Services, Diversity and Inclusion, Ethics, Career Services and Regional Services. All of these services provide guidance and service to members to enable with opportunities to engage with their chosen professional society and a program of credentialing to enhance their healthcare management skills, professional network and career development. The credentialing program provides for a lifelong advancement from Student Affiliate to Member, to Fellow, to Life Fellow.

The Department of Executive Engagement develops and conducts Advancement Information Sessions and orchestrates the creation and delivery of the Board of Governors Examination in Healthcare Management, and the application and approval process to become a Fellow in ACHE.

The department plans and implements marketing campaigns for recruitment, advancement, recertification and retention of members. The purpose is to serve our members by ensuring effective and efficient membership marketing strategies and associated communications tactics.

As a service to members to help guide them in their professional life, ACHE promotes member adherence to ACHE's *Code of Ethics*, develops and distributes ethical policy statements, and manages the ethics grievance process.

The department also includes the Career Resource Center, serving members throughout their career continuum with programming, products and services.

Learning Objectives

The fellowship experience will include the following learning objectives:

Objective	Description
1.	Gain exposure to membership and advancement operations. <input type="checkbox"/> Customer inquiries
2.	Acquire specific knowledge of the credentialing process. <input type="checkbox"/> <i>Regulations Governing Admission, Advancement, and Recertification</i> <input type="checkbox"/> Member application process <input type="checkbox"/> Board of Governors Examination in Healthcare Management <input type="checkbox"/> Fellow application and recertification process
3.	Gain knowledge and skill in conducting credentialing process activities: <input type="checkbox"/> Advancement Information Session <input type="checkbox"/> Board of Governors Examination <ul style="list-style-type: none">▪ Exam Study Resources▪ HumRRO/PearsonVUE▪ Examination Committee▪ Promotion

4.	<p>Learn about project execution by participating in a current project being developed by departmental staff. Activities might include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Identifying current or forthcoming tasks <input type="checkbox"/> Assisting in developing methods to fulfill objectives of a project <input type="checkbox"/> Suggesting ways to market or disseminate the product/program <input type="checkbox"/> Suggesting ways to evaluate the program's usefulness
5.	<p>Gain an understanding of the healthcare executive's responsibility to maintain ethical conduct.</p> <ul style="list-style-type: none"> <input type="checkbox"/> <i>Code of Ethics</i> <input type="checkbox"/> Ethics Committee <input type="checkbox"/> <i>Grievance procedure</i> <input type="checkbox"/> Ethical Policy Statements
6.	<p>Participate in operational meetings</p> <ul style="list-style-type: none"> <input type="checkbox"/> Monthly Executive Engagement staff meeting <input type="checkbox"/> Weekly Customer Service meeting
7.	<p>Gain understanding of ACHE's Diversity & Inclusion history and current relevance:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Roadmap of Diversity & Inclusion activities in ACHE <input type="checkbox"/> Diversity and Inclusion: integral to ACHE values and strategic plan <input type="checkbox"/> Collaborations and partner organizations <input type="checkbox"/> Premier offerings: Dolan Executive Diversity and Career Accelerator Programs, EDCN, Diversity Communities and Committees
8.	<p>Acquire an overview of the career management programs and products offered through the Career Resource Center.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Gain understanding of career resources available. <input type="checkbox"/> Evaluate assessment portfolio <input type="checkbox"/> Conduct a competitor analysis on association career services <input type="checkbox"/> Actively participate in Career EDGE for own professional career phase assessment and development.
9.	<p>Complete a special project addressing the learning objectives of the Fellow and the needs of ACHE.</p>

CHAPTER 7: PROFESSIONAL DEVELOPMENT

Statement of Purpose

The Department of ACHE Learn includes both Professional Development and Health Administration Press. Specially, the Department of Professional Development develops, markets, delivers and evaluates education programs and products to healthcare executives. Participants in the programs intend to develop their management skills and to improve the organizations in which they are employed. Members also attend to meet ACHE requirements for advancement and/or recertification. ACHE educational programs reach thousands of members and non-members annually. The Programs, Products and Services Committee advises the department.

Learning Objectives

The fellowship experience will include the following objectives:

Objective	Description
1.	<p>Acquire specific knowledge of the educational programs and products including the process utilized to develop the new programs and products. A program or product currently under development will be examined in detail. Programs and products include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Congress on Healthcare Leadership <input type="checkbox"/> Seminars (Public and On-Location) <input type="checkbox"/> Special Programs (including member segment specific programs and the Board of Governors Exam Prep course) <input type="checkbox"/> Distance Learning Programs (Online, Web conferences) <input type="checkbox"/> Development Test Programs <input type="checkbox"/> Collaborative Programs with external partners
2.	<p>Develop specific understandings of the variety of promotional techniques employed by the department. An analysis of the effectiveness of selected techniques will be conducted.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Overview of Promotional Methods Employed <input type="checkbox"/> Promotional Material Development Process, Budget and Time Line <input type="checkbox"/> Promotion Tracking and Reporting <input type="checkbox"/> Methodology to Analyze Promotional Effectiveness <input type="checkbox"/> Interdepartmental Coordination
3.	<p>Acquire specific knowledge of the department's operational policies and procedures necessary to register participants, implement a specific program, evaluate the program and complete a financial reconciliation. Function as staff in performing selected procedures associated with these functions.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Participant Registration Process <input type="checkbox"/> On-Site Program Management Procedures (meeting planning) <input type="checkbox"/> Program Evaluation Methodologies and Reports <input type="checkbox"/> Program Reconciliation Procedures and Reports
4.	<p>Gain specific knowledge of the needs assessment processes utilized by the department and the role of the Programs, Products and Services (PPS)</p>

	Committee in establishing future program directions. If possible, participate in the following meetings (via Department Administrative Assistant) <ul style="list-style-type: none"><input type="checkbox"/> PPS Committee meeting<input type="checkbox"/> Faculty Conference Calls– schedule to attend one quarterly Faculty Call
5.	Conduct a special project developed to address the interests of the Fellow and the needs of the department.

CHAPTER 8: HEALTH ADMINISTRATION PRESS

Statement of Purpose

The Health Administration Press (HAP) publishes books and journals on all aspects of health services administration. The material published is directed to a broad audience of health services executives, scholars, and other professionals, including members of ACHE, faculty and students at colleges and universities, consultants, researchers in a variety of settings, and policymakers. The publications are intended to educate, inform, stimulate, and enhance the understanding of this audience about the management of health facilities and health services policies.

Learning Objectives

The fellowship experience will include the following objectives:

Objective	Description
1.	Acquire an overview of the publishing process for both books and journals and its role in association management. <ul style="list-style-type: none"><input type="checkbox"/> Role of publications<input type="checkbox"/> Publishing functions and staffing<input type="checkbox"/> Editorial planning<input type="checkbox"/> Working with editorial boards and academic editors<input type="checkbox"/> Financial management<input type="checkbox"/> Responsibility to members and other departments
2.	Develop an understanding of the book production process: <ul style="list-style-type: none"><input type="checkbox"/> An overview of the procedures and staff functions:<ul style="list-style-type: none">▪ Acquisitions (from proposal/concept through review procedure, contracting, revisions to final manuscript)▪ Editing▪ Production (typesetting, proofreading, printing includes information on working with vendors)▪ Marketing<input type="checkbox"/> Gain insight into Health Administration Press's relationships with members in their various capacities as authors, series editors, board members, professors, and reviewers<input type="checkbox"/> Gain insight into interdepartmental relations and routine reporting<input type="checkbox"/> Gain understanding of digital publishing, instructor resources, and content distribution
3.	Develop an understanding of journal publishing procedures: <ul style="list-style-type: none"><input type="checkbox"/> Overview of the focus of Health Administration Press journals<input type="checkbox"/> Role of Academic Editor, Managing Editor, Editorial Board<input type="checkbox"/> Peer review process<input type="checkbox"/> Liaison with author-affiliates<input type="checkbox"/> Overview of dealings w/ vendors, bidding process, negotiations<input type="checkbox"/> Journal fulfillment and reporting process
4.	Acquire general knowledge of HAP/ACHE Fulfillment Center activities. <ul style="list-style-type: none"><input type="checkbox"/> Book and other ACHE product orders<input type="checkbox"/> Subscription orders<input type="checkbox"/> Fulfillment house

CHAPTER 9: INFORMATION TECHNOLOGY

Statement of Purpose

The Department of Information Technology exists to further the mission and goals of the ACHE by providing the technology products and services needed to support staff and members.

Learning Objectives

The fellowship experience will include the following objectives:

Objective	Description
1.	Acquire general knowledge of existing information technology hardware, software and database applications. <ul style="list-style-type: none"><input type="checkbox"/> Network Configuration<input type="checkbox"/> Network Security<input type="checkbox"/> Software: Outlook & Microsoft Office, Helpdesk<input type="checkbox"/> Association Management System: Project management, Vendor relations & Testing, training, etc.<input type="checkbox"/> IT Structure and Management
2.	Acquire an appreciation for information technology project management skills by providing assistance with the management of an IT-related projects. <ul style="list-style-type: none"><input type="checkbox"/> Evaluation and Design<input type="checkbox"/> Development and Testing<input type="checkbox"/> Implementation<input type="checkbox"/> Training<input type="checkbox"/> Support
3.	Acquire an appreciation for knowledge management, information and information technology by providing assistance with evaluation and improvement of key guiding systems <ul style="list-style-type: none"><input type="checkbox"/> Data and Information Quality<input type="checkbox"/> Data and Information Security<input type="checkbox"/> Data and Information Availability

CHAPTER 10: BUSINESS EXCELLENCE

Statement of Purpose

The Department of Business Excellence is primarily responsible for ACHE's financial services and internal operations as well as human resources, legal matters, and office management. The typical financial functions include budgeting, accounting, investment management, and financial reporting.

Learning Objectives The fellowship experience will include the following objectives:

Objective	Description
1.	Acquire general knowledge of the accounting function. <ul style="list-style-type: none"> <input type="checkbox"/> Financial Reporting (internal and external) <input type="checkbox"/> Accounts Payable/Accounts Receivable/Payroll/General Journal <input type="checkbox"/> Cash Management <input type="checkbox"/> Analyses/Policies <input type="checkbox"/> Auditing Process
2.	Acquire specific knowledge of the budget process. <ul style="list-style-type: none"> <input type="checkbox"/> Develop Objectives <input type="checkbox"/> Establish Standards <input type="checkbox"/> Compilation of Data <input type="checkbox"/> Budget Iterations <input type="checkbox"/> Budget Spread <input type="checkbox"/> Finalization <input type="checkbox"/> Presentations
3.	Acquire general knowledge of board oversight. <ul style="list-style-type: none"> <input type="checkbox"/> Audit reporting responsibility <input type="checkbox"/> Investment policy formulation and oversight
4.	Acquire general knowledge of the functional areas of human resources: <ul style="list-style-type: none"> <input type="checkbox"/> Hiring System <input type="checkbox"/> Job Classification System/Compensation Study <input type="checkbox"/> Benefits <input type="checkbox"/> Training & Development <input type="checkbox"/> Employee Relations
5.	Acquire general knowledge of the scope of office management activities as well as assist with any projects currently underway. <ul style="list-style-type: none"> <input type="checkbox"/> Reception <input type="checkbox"/> Mailroom <input type="checkbox"/> Ergonomics

CHAPTER 11: CHAPTER RELATIONS

Statement of Purpose

The Chapter Relations team provides staff support to ACHE's Governors and Regents and chapter leaders with the objective of helping them to be successful in their volunteer roles. The team is responsible for management of relationships with other affiliated groups, health administration programs, and state/local healthcare associations. This team provides logistical support for the leadership events at the Congress on Healthcare Leadership.

Learning Objectives

The fellowship experience will include the following learning objectives:

Objective	Description
1.	Acquire general knowledge of the support provided to Governors and Regents. Review the Regent Operating Manual 2022-2023. <ul style="list-style-type: none"> <input type="checkbox"/> Regent Responsibilities <input type="checkbox"/> District Meetings/District Liaison Program <input type="checkbox"/> Regent Elections/Onboarding Process <input type="checkbox"/> Liaison with regional, state, provincial & metropolitan hospital associations <input type="checkbox"/> Liaison with Higher Education Network <input type="checkbox"/> Regents-at-Large Diversity Projects
2.	Acquire general knowledge of the support provided to Chapters. <ul style="list-style-type: none"> <input type="checkbox"/> Chapter Agreement Requirements <input type="checkbox"/> Communication with Chapter Leaders <input type="checkbox"/> Chapter Leaders Conference/Web Conferences <input type="checkbox"/> Chapter Support and Development Services
3.	Acquire general knowledge of committee support provided by departmental staff. <ul style="list-style-type: none"> <input type="checkbox"/> Awards and Testimonials Committee <ul style="list-style-type: none"> ▪ Articles of the Year Awards: Dean Conley Award & Edgar C. Hayhow Award ▪ James A. Hamilton Book Award ▪ The Hudgens Memorial Award ("Young Healthcare Executive of the Year Award") ▪ Gold Medal Award ▪ Honorary Fellowship ▪ Lifetime Service Award <input type="checkbox"/> Regent Assessment Committee <input type="checkbox"/> Chapters Committee
4.	Acquire general knowledge of logistical support for the leadership events at the Congress on Healthcare Leadership. <ul style="list-style-type: none"> <input type="checkbox"/> Regents Leadership Conference <input type="checkbox"/> Council of Regents Meeting

CHAPTER 12: MARKETING

Statement of Purpose

The Department of Marketing coordinates ACHE’s communications, media relations and public policy activities and is responsible for keeping members and the public at-large informed about ACHE events, programs, services and special projects. The department provides marketing, editorial, and design support to other ACHE departments through the production of a wide range of promotional and informational materials. The department also oversees the editorial content, production and business management of the bimonthly magazine *Healthcare Executive* and the editorial content/design of **ache.org**. In addition, the department plays a leadership role in developing an integrated marketing plan for ACHE and implements ACHE’s social media efforts.

Learning Objectives

The fellowship experience will include the following objectives:

Objective	Description
1.	<p>Acquire an overview of recruitment and retention activities and specific knowledge and skills in a recruitment campaign.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Recruitment plan <input type="checkbox"/> Development, implementation, evaluation and cost analysis of targeted recruitment campaigns <input type="checkbox"/> Market segmentation <input type="checkbox"/> Exhibit booth <input type="checkbox"/> Regents and Chapter involvement <input type="checkbox"/> Membership Activity Report
2.	<p>Acquire an overview of the department’s editorial, design, media relations and social media activities as well as insight into specific projects.</p> <ul style="list-style-type: none"> <input type="checkbox"/> <i>Healthcare Executive</i> magazine <input type="checkbox"/> Promotional materials production process <ul style="list-style-type: none"> ▪ Editing/Copywriting ▪ Design ▪ Approvals ▪ Printing <input type="checkbox"/> Press releases/press inquiries <input type="checkbox"/> Newsletters: ACHE News, Chief Executive Officer, <i>Elevating Leadership</i>, ECN, International, etc. <input type="checkbox"/> Ache.org <input type="checkbox"/> Social Media
3.	<p>Develop a thorough understanding of ACHE’s web site and other electronic information services.</p>
4.	<p>Understand the process that will be used to develop a marketing communication plan for ACHE.</p>
5.	<p>Develop a thorough understanding of ACHE’s public policy function.</p>

CHAPTER 13: POSSIBLE UPCOMING PROJECTS (subject to change)

Over the course of the fellowship period, you will be involved with various projects. The following is a listing of sample of some of the previous projects/assignments that may be representative of the projects you may participate in. Please note that these are subject to change.

I. Ripped from the Headlines Presentations: August - July

You will present a topic with an accompanying article at every general staff meeting (GSM). With the assistance/approval of the President/CEO, you will select a topic related to healthcare or issues facing ACHE Members and research the subject for a 3-5 minute presentation for staff.

Main Contact: Discuss potential topics with the CEO, starting a month in advance.

II. Health Administration Press

Fellows from prior years have assisted with curriculum research of nursing programs, a competitive analysis of other textbooks within the field of healthcare administration, and a review/update of the taxonomy of book categories on ache.org.

III. Student Associate Newsletter Article

You may be asked to write an article to be included in the September issue of the Student Associate Newsletter. Previously, the article included the fellows' past experiences as a student, career interests and work at ACHE.

IV. Student Associate Lifecycle

You will assist the SVP, Executive Engagement and others to outline the student affiliate pathways, with a subset review of diverse healthcare management students, including outlining potential opportunities for additional or different ways to engage this pipeline of future leaders.

APPENDIX A: STRATEGIC PLAN, OPERATIONAL MAP & STANDARDS OF EXCELLENCE

STRATEGIC PLAN 2022-2024



STANDARDS OF EXCELLENCE



ACHE staff consistently demonstrate standards of excellence to foster a culture of exceptional **SERVICE**.

We...

- S SUPPORT** the advancement of our members and healthcare leadership excellence.
- E EXCEED** the expectations of our members, customers and each other—every time.
- R RESPECT** and seek diverse people, skills and viewpoints.
- V VALUE** and demonstrate honesty, integrity and responsibility.
- I IMBED** quality, timeliness, and professionalism into all we do.
- C COMMIT** to excellence through process improvement and innovation.
- E EMBRACE** teamwork and lifelong learning.



APPENDIX B: SAMPLE WEEKLY MEMORANDUM

As you progress through your fellowship, a weekly memorandum should be submitted to your preceptor to share updates of your progress. An example is provided on the next page.

MEMORANDUM

Date: July 1, 2021

To: Summer O'Neill
Director, Professional Development

From: Ebony D. Humphrey
Postgraduate Administrative Fellow

Subject: Weekly activities for June 19 – June 23

I. Overview of Weekly Activities

A. Meetings and Events

1. Staff introductions
2. Weekly Meeting with Anita Halvorsen, FACHE
3. Marketing Source Tracking meeting

B. Assigned / Completed Activities

1. Marketing Source Tracking research
2. Webinar external environment research and report
3. Reviewed *Annual Report & Reference Guide*, ACHE and Foundation Bylaws, Regulations, and *Code of Ethics*

II. Evaluation:

My first rotation week was full of exciting new opportunities to learn about how ACHE operates. It was an interesting experience to see the processes that must occur in order for the Department of Professional Development to function on a daily basis. At the beginning of the rotation, I was unaware of the amount of revenue that is generated by this one department. I am beginning to understand how departments work together to achieve both departmental and corporate goals. I look forward to meeting with other departments to further my understanding of association management.