Dear ACHE Colleague,

It is perhaps the most crucial time in our history for strong, purpose-driven leadership in healthcare. Leaders are being tested and called upon to guide their organizations during tremendous times of change in our field. As healthcare leaders respond to the call to redefine care delivery for the patients and communities they serve, it has never been a more important time for leaders who care.

ACHE works to support healthcare leaders and the field of healthcare management in a variety of ways. Five key goal areas—membership, knowledge, career advancement, leadership and service excellence—form the basis of ACHE’s strategic plan, and guide ACHE in serving members and preparing you for what the future holds. Following are highlights of the programs and initiatives undertaken by ACHE in these and other areas in 2013 to address the current and future needs of the profession.
Membership
In 2013 ACHE’s membership continued to grow, reaching the largest number of members in its history with more than 45,000. More than 7,200 Members were admitted or reinstated, and nearly 600 individuals advanced to Fellow, earning the distinction of board certification in healthcare management.

ACHE continued promoting the value of the FACHE® credential in 2013 with its FACHE advertising series in Healthcare Executive, Modern Healthcare, Hospitals & Health Networks and Trustee magazines. In 2013 we launched a new series of FACHE ads promoting the credential as a mark of excellence for those who strive for the highest level of achievement.

ACHE continues its work to enhance executive search firm consultants’ understanding of the value of board certification in healthcare management and to encourage them to consider ACHE Fellows first for executive positions. In 2013, 42 search firms indicated support for the FACHE credential.

As part of its effort to serve a broader audience in an ever-changing field, ACHE continued to support two growing segments of its membership with the Physician Executives and Healthcare Consultants Forums. There are currently more than 800 members in these forums, which provide additional resources—premier education, quarterly newsletters, career resources and networking opportunities—designed to address their unique needs.

ACHE continued to support its International Associates in 2013 with 47 international liaisons, who serve as ACHE resources, and four international healthcare executive groups, which provide networking opportunities. In addition, ACHE is working with the International Hospital Federation to establish a special interest area for healthcare management organizations from around the world and, together with the IHF and a number of countries, is developing an international competency framework that will establish global standards for excellence in the field.

Knowledge
ACHE remains dedicated to providing you opportunities to gain critical knowledge and skillsets in a number of ways to help you lead in these dynamic times. In 2013 ACHE provided more than 150 seminars, special programs and distance learning opportunities. Among these, ACHE debuted four new seminars and programs, and offered 24 distance learning programs and 62 on-location programs. In addition, nearly 4,000 attendees took advantage of the educational, networking and professional development opportunities available at the 2013 Congress on Healthcare Leadership.

As the field of healthcare leadership changes, ACHE continues to adapt and change with it. In 2014, a Professional Development Task Force will assess the environment to
determine what new skills will be needed to lead during this time of great transformation. The task force will review ACHE’s educational offerings to ensure they prepare you for the challenges ahead.

In 2013 ACHE’s chapters again made significant strides in increasing both the number of educational and networking events available at the local level and participation in those programs. ACHE’s 80 chapters held nearly 1,000 education and networking events for more than 62,000 attendees. In 2014, ACHE is celebrating the 10th anniversary of chapter formation.

As we reflect on all our chapters have achieved over the past decade and the value they provide, we look forward with anticipation to what we can accomplish with our chapter partners in the future.

In 2013 Health Administration Press continued its contribution to ongoing learning with the publication of 20 books and 10 journal issues. HAP publications are now available through 13 print and 15 electronic distributors, providing valuable educational content in multiple formats. The Journal of Healthcare Management and Frontiers of Health Services Management continue to serve as valuable resources to the field.

ACHE’s bimonthly magazine, Healthcare Executive, provides another opportunity for leaders to gain critical knowledge and strategies for success. For the 10th year in a row, Healthcare Executive was ranked by executives as the “most useful” to their job, ahead of four other leading publications in the field, according to ACHE’s 2013 Member Needs Survey.

The ACHE Publications App was launched in 2013 and provides an enhanced online experience for readers of Healthcare Executive, the Journal of Healthcare Management and Frontiers of Health Services Management. In 2013, digital editions of each publication became available through a mobile Web app, which functions through any browser, and an app version, which can be downloaded from Apple’s App Store. An Android version will be released in fall 2014.

ACHE’s electronic information services also continue to grow in importance. In 2013, users logged more than 3.6 million sessions on ache.org. The website was also redesigned to feature a cleaner, more contemporary and more user-friendly interface. ACHE also remained active in the social media arena. The ACHE Official Group on LinkedIn continued to provide social networking opportunities in 2013 and currently has more than 12,500 members.

Research also continues to be instrumental in ACHE’s ability to share knowledge, provide guidance to our members and help us better understand the changing field. In 2013, we conducted a number of focus groups, internal studies and other surveys of members on healthcare management topics of interest.
Career Advancement

Through its variety of career-related programs and services, in 2013 ACHE continued to serve as your trusted career partner, helping you to grow and advance professionally.

ACHE’s Career Resource Center served more than 1,900 members and conducted numerous workshops and resume reviews during 2013. The online ACHE Job and Resume Bank, which averages more than 2,000 positions each month, continued to aid members making job and career path changes. The Career Resource Center also updated its mentoring resources while supporting the Leadership Mentoring Network and healthcare executives who are in career transition.

The Career Services Task Force completed its work in 2013 to address changes related to the career paths of healthcare executives. Acting on the task force’s recommendations, ACHE staff members are working to develop new tools and resources to further expand ACHE’s career development offerings.

To add to its support of early careerists, ACHE maintains the Postgraduate Administrative Fellowships area of ache.org. ACHE also offers the Stuart A. Wesbury Jr. Postgraduate Fellowship to further postgraduate education in healthcare and professional society management.

ACHE chapters serve as a vital resource to health administration students and the academic community, providing opportunities for involvement, growth and learning to future healthcare leaders. In 2013, ACHE continued to support this community through its Higher Education Network, which consists of more than 220 healthcare administration programs.

ACHE also continued its work to inform those outside the profession about career opportunities in healthcare management. ACHE’s website healthmanagementcareers.org is designed for high school and college students seeking information about the profession. In 2013 the site was accessed more than 300,000 times. It includes presentations that can be given to students by elected leaders, members and others to promote the field.

Leadership

In 2013, longtime ACHE President and CEO Thomas C. Dolan, PhD, FACHE, FASAE, retired after 22 years. In early 2013 ACHE named Deborah J. Bowen, FACHE, CAE, former executive vice president and COO, as its new president and CEO. Bowen assumed the role in May 2013. Under her leadership, ACHE will continue to build on its rich history while embracing new opportunities. We are committed to remaining the premier professional organization delivering relevant programs, products and services in these challenging times.
In its longstanding commitment to advancing the healthcare management profession, ACHE continues to support your efforts to develop and maintain the attributes and skills of leadership excellence.

One vital aspect of this effort is ACHE’s Code of Ethics, which continues to serve as a tool to establish a strong ethical foundation in your organizations and careers. In 2013 ACHE again published the Ethics Self-Assessment in Healthcare Executive. An ethics column continues to appear in each bimonthly issue of the magazine, and ethics educational programs are offered annually. A host of ethics resources are available to members on ache.org.

To help develop leaders who are advocates for the profession, ACHE continued to provide its members with education and other resources on critical policy issues and the advocacy process. Healthcare policy issues are highlighted in a regular column in Healthcare Executive magazine. In addition, in 2013 ACHE updated four Policy Statements. A list of all ACHE Policy Statements is on page 56 of this annual report and also available on ache.org.

Diversity continues to be an important leadership value for ACHE, as reflected in ACHE’s programs and services. To honor President Emeritus Thomas C. Dolan’s long-standing service to the profession of healthcare leadership and to further his strong commitment to achieving greater diversity among senior healthcare leaders, in 2013 ACHE launched the Thomas C. Dolan Executive Diversity Program, an initiative of the Fund for Innovation in Healthcare Leadership. The program’s focus is on creating and sustaining diversity in the highest levels of healthcare leadership. The first cohort of six scholars began meeting in early 2014. These scholars will benefit from specialized curriculum opportunities addressing barriers in career attainment and developing executive presence, one-on-one interaction with a specially selected mentor and participation in formal leadership education and career assessments.

The importance of diversity as a leadership value is also reflected in ACHE's support of a number of organizations equally committed to developing diverse leaders in the field and those that represent minority segments of the healthcare management profession, including:

- Asian Health Care Leaders Association
- Institute for Diversity in Health Management
- National Association of Health Services Executives
- National Forum for Latino Healthcare Executives
- Rainbow Healthcare Leaders Association

In 2013, ACHE helped launch the Rainbow Healthcare Leaders Association, a national organization whose mission is to enhance the representation of LGBT healthcare executives and to promote high-quality care for LGBT individuals and their families.
Since 2010, ACHE has supported pilot projects in collaboration with the Asian Health Care Leaders Association and the National Forum for Latino Healthcare Executives that create caucuses within ACHE chapters. These caucuses increase the engagement of Asian and Latino healthcare executives in ACHE and provide a local presence for AHCLA and NFLHE in key geographic markets served by ACHE chapters. In 2013, the number of caucuses more than doubled with the addition of five new caucuses, and continued expansion and refinement of the caucus model is expected in 2014.

ACHE, along with the American Hospital Association and other key healthcare associations, remains committed to the Equity of Care initiative, a national call to action to eliminate healthcare disparities and improve quality of care for every patient. ACHE also continued to participate in Enroll America, a nonprofit, nonpartisan organization whose mission is to ensure all Americans are enrolled in and retain health coverage.

ACHE also works with many other healthcare organizations on behalf of the profession to extend our reach and increase value to our members. In 2013 ACHE collaborated with the following organizations:

- The Advisory Board Company
- American College of Physician Executives
- American Hospital Association
- American Organization of Nurse Executives
- American Society for Quality
- America’s Essential Hospitals
- Association of American Medical Colleges
- Association of University Programs in Health Administration
- Canadian College of Health Leaders
- Catholic Health Association of the United States
- Center for Healthcare Governance
- Commission on Accreditation of Healthcare Management Education
- The Governance Institute
- Healthcare Financial Management Association
- Healthcare Information and Management Systems Society
- Institute for Healthcare Improvement
- International Hospital Federation
- The Joint Commission
- Medical Group Management Association
- National Patient Safety Foundation
- Organ Donation and Transplantation Alliance
- State hospital associations
Service Excellence

In these increasingly challenging times, service excellence—on the part of healthcare executives, healthcare providers and ACHE—remains a crucial component of the healthcare delivery system. To help members achieve and maintain service excellence in your organizations, ACHE promotes it in a variety of ways.

ACHE continues to ensure our governance structure supports the work we do for you, our members. We are committed to fostering strong partnerships with our volunteer leaders.

Just as you strive for service excellence and quality in your organizations, ACHE’s commitment to quality also continues unabated. ACHE is pursuing enterprise-level performance excellence through a systematic process of performance improvement. In 2011 ACHE was awarded the Bronze Award for Commitment to Excellence by Illinois Performance Excellence (ILPEX), the state-level Baldrige Award. Since that time ACHE has used the feedback report provided by ILPEX to strengthen processes through cycles of learning and improvement. In May 2014, ACHE submitted a second application, with results pending at press time.

Another way ACHE helps advance service excellence in the field of healthcare management is through its Corporate Partnerships Program. In 2013 Corporate Partner support again enabled ACHE to bring additional high-quality programming to its members. For ACHE’s six Premier Corporate Partners, interaction with the healthcare management community continued to provide better understanding of the challenges healthcare executives face and the opportunity for enhanced service to the field.

The Fund for Innovation in Healthcare Leadership—a philanthropic initiative of the Foundation of ACHE—continues its work in developing visionary leaders and management systems to improve healthcare delivery. In 2013 two educational programs were funded in part by the Fund—“The Ethics of Access to Care and Care Disparities” and “The Innovation Center: Taking Action to Improve Care and Reduce Costs.” The Fund will support two more educational offerings in 2014.

In another form of service to its members, in 2013 ACHE’s Chairman Officers and Governors made numerous visits to state hospital association meetings and chapter events to speak to and hear from members.

Because a well-trained staff is a critical component of service excellence, in 2013 ACHE staff received training related to trends and issues in customer service, diversity, ethics and other topics designed to improve staff knowledge and skills in meeting member needs.
ACHE’s elected leaders, chapters and staff members are committed to retaining ACHE’s core values, adapting its programs and services in a changing healthcare environment and serving your needs so you can continue to build your leadership skills and succeed in your career. We thank you, our members, for your support and dedication to improving healthcare delivery, and look forward to supporting you on your leadership journey.

Christine M. Candio, RN, FACHE
Chairman
Chief Executive Officer
Inova Alexandria Hospital
Alexandria, Va.
Senior Vice President
Inova Health System
Falls Church, Va.

Richard D. Cordova, FACHE
Chairman-Elect
President/CEO
Children’s Hospital Los Angeles

Diana L. Smalley, FACHE
Immediate Past Chairman
Regional President, Mercy in Oklahoma
Mercy
Oklahoma City

Deborah J. Bowen, FACHE, CAE
President/CEO
American College of Healthcare Executives
Chicago