

HLNDV Strategic Plan 2015-2017

Based on Programming Year September 2015 – August 2017

Vision: To be the premier professional organization for healthcare leaders in the Delaware Valley

Mission: To provide healthcare professionals with opportunities to grow, learn, and lead through education, collaboration, and networking.

Values: as members of the Healthcare Leadership Network of the Delaware Valley, we are committed to the ACHE Values of-

Integrity- We advocate and demonstrate high ethical conduct in all we do.

Lifelong Learning- We recognize that lifelong learning is essential to our ability to innovate and continually improve ourselves, our organizations, and our professions.

Leadership- We lead through example and mentoring, and recognize caring must be a cornerstone of our professional interactions.

Diversity- We advocate inclusion and embrace the differences of those with whom we work and the communities we serve.

Strategic Initiatives

- 1. Leadership:** Executive Diversity; Innovative Leadership Solutions
- 2. Market Relevance:** FACHE Value Awareness; Membership Growth and Engagement; Brand Extension
- 3. Value Creation:** Customized Education; Physician Leadership Development; Enhanced Career Services
- 4. Excellence:** Performance Excellence; Technology Advancements; Service Commitment

HLNDV has maintained a three-year strategic plan since 2009. In 2014, ACHE undertook a major shift in its strategic plan, which precipitated reorganization in HLNDV's strategic plan in 2015 according to the same Strategic Initiatives that ACHE maintains. See the attached ACHE Draft Strategic Plan 2016-2018 Map and Overview for a visualization of the ACHE Strategic Plan with which HLNDV compliments and coordinates.

Vision

To be the preeminent professional society for healthcare executives dedicated to improving health

Outcomes

- Increased membership and participation across the spectrum of healthcare leadership
- Increased brand awareness and perceived value among members and key constituents
- Higher levels of member engagement and satisfaction
- Greater impact in advancing effective and efficient healthcare

Strategic Objectives

Innovate and Educate to deliver meaningful new solutions to healthcare leaders and those they serve.
Extend and Adapt ACHE offerings and brand position to meet the needs of the emerging market in healthcare leadership.
Preserve and Enhance core offerings to drive continued recognition of ACHE as the preeminent organization and trusted partner for healthcare leadership growth.

Initiatives

Leadership – Executive Diversity; Innovative Leadership Solutions
Market Relevance – FACHE® Value Awareness; Membership Growth and Engagement; Brand Extension
Value Creation – Customized Education; Physician Leadership Development; Enhanced Career Services
Excellence – Performance Excellence; Technology Advancements; Service Commitment

Foundation
Core Values

Integrity

Lifelong Learning

Leadership

Diversity

Mission: To advance our members and healthcare management excellence

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Strategic Initiative 1 - Leadership

Executive Diversity; Innovative Leadership Solutions

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Diversity	Partner with Diverse HC Leadership Organization	Meet with the leadership of diversity based organizations to further the mission of ACHE	Live interactive meeting with leadership from various groups	Live interactive meeting with leadership from various groups	Co-sponsor event with other organizations
South Jersey Local Program Council (SJLPC)	Competency Assessment	Build understanding around core leadership competency needs	Progress to Plan	Build "leadership" focus into event programming through 1 networking event geared towards ambulatory leaders	Build "leadership" focus into event programming through 1 networking event and 1 educational event geared towards mid careerists

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Strategic Initiative 2 – Market Relevance

FACHE Value Awareness; Membership Growth and Engagement; Brand Extension

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Communications	Quarterly Newsletters and Annual Report	Four Newsletters and one annual report	Meeting newsletter and annual report targets	Four Newsletters and one annual report	Four Newsletters and one annual report
Communications	Social Media	Develop a Social Media Plan	Plan Developed; # of events on Social Media (FB and LinkedIn)	Make social media an interactive platform for member participation	Evaluate continued use of FB and LinkedIn; Determine Twitter Relevance
Communications	Website	Add member spotlights and testimonials; Gain understanding of control of website	# of member spotlights and testimonials	Develop plan to update website content	Continued enhancement with focus on integration of social media and website
Communications	Develop Awareness Strategy	Develop (in conjunction with the Membership Committee) an outreach & messaging strategy to healthcare leaders	# of Local CEOs contacted	Local health professional community outreach and messaging	Continuation of Year 1 and Year 2

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Strategic Initiative 2 – Market Relevance (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Volunteer	Develop volunteer pool	Increase # of volunteers overall for HLNDV	Increase overall volunteers by 5 percent in year one	Increase overall volunteers annually by 5%	Increase overall volunteers annually by 5%
Volunteer	Increase visibility of HLNDV committees to new members	Engage with new members early about committee involvement	Reach out to new members within the first 30 days of membership with HLNDV	Reach out to new members within the first 30 days of membership with HLNDV	Reach out to new members within the first 30 days of membership with HLNDV
Volunteer	Meet committee needs for volunteers	Match volunteers with committees	Retain 85% of new volunteers within committee annually	Retain 85% of new volunteers within committee annually	Retain 85% of new volunteers within committee annually
Academic Relations	Student Essay Contest	Administer an annual contest for graduate and undergraduate students in DV health mgmt programs; evaluate and improve structure	number of entries- match 2014 baseline	increase entries by 5 over 2014 baseline	increase entries by 10 over 2014 baseline
Academic Relations	Informational Interviewing/Shadowing program	Provide in person contact between students and early to mid-careerists	number of applicants- match 2014 baseline	increase applicants 5 over 2014 baseline	increase applicants by 10 over 2014 baseline

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Strategic Initiative 2 – Market Relevance (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Academic Relations	Campus Based Student Group Relationship/Outreach	Develop a strong relationship for programming and contact with campus based student groups; year 1 focus is Drexel University	number of student contacts with students- increase by 15 over 2014 baseline	increase student contacts 25 over 2014 baseline	increase student contacts by 50 over 2014 baseline
Academic Relations	Newsletters to Academic Programs	Regular outreach to academic professors, member and non-member students to relay chapter activities	distributions- maintain 4 per year	distribute 4 per year	distribute 4 per year
Academic Relations	Speakers Bureau	Match HLNDV members to classrooms needing a speaker or visiting professor	% of requests fulfilled- target 80%	80%	80%
Academic Relations	HEN school contacts	Develop a plan with actions (such as visiting each HEN school) and objectives for the year	number of visits- 3	3 per year	3 per year
Academic Relations	Student Centric Events	Execute student centric events in conjunction with NAHSE and/or other organizations	Number of events held- target 2	2 per year	2 per year
Academic Relations	Convert Students to Members (combined efforts with Membership and CDC)	Build a pathway from student engagement to student membership and to professional membership	% of student members converting to full members- target 5%	target 10%	target 10%

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Strategic Initiative 2 – Market Relevance (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Academic Relations	Student Advisory Group	Develop and recruit a student advisory committee to the chapter; use to engage students and obtain student input on chapter efforts and programs.	number of contacts- target 2 per year	target 3 contacts per year	target 3 contacts per year
Academic Relations	Engage and Mentor Student Board Member	Recruit and Mentor/Manage Student Board Reps	number of student board members - target 1, meet monthly	target 1, meet monthly	target 1, meet monthly
Academic Relations	Snook fundraising	Determine ARC role in fundraising and next steps	pending board exec committee discussion		
Career Development – FACHE Advancement	Provide assistance to members to prepare to take the BOG examination	Host a face-to-face fellow advancement review course in April 2016	# of attendees	Host online fellow advancement review course in Fall	Host face-to-face fellow advancement review course in spring
Career Development – FACHE Advancement	Provide members with current resources to assist them with career development, including fellow advancement	Update career development pages of HLNDV website	# of web page views	N/A	N/A

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Strategic Initiative 2 – Market Relevance (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Career Development – FACHE Advancement	Heighten the awareness of the FACHE credential and encourage people to attend the review course in April 2016	Host fellow advancement information sessions at 3 major employers	# of attendees	Host fellow advancement info sessions at 3 additional employers	Host fellow advancement info sessions at 3 additional employers
Career Development – Awards	Recognize chapter members for their accomplishments	Awards - administrative achievement, early careerist and senior careerist	Awards presented	Develop new diversity award and set criteria with diversity committee	Continue with awards
Career Development – Mentorship	Match mentees and mentors in the chapter to promote career advancement	Mentoring program - continuous	8 matches launched	Continue with mentoring program	Continue with mentoring program
Career Development – Community Service	Community service projects - continuous	Provide members with opportunity to engage with community organizations and meet membership requirements in Philadelphia, NJ and DE	8 community service events	Continue with community service project	Continue with community service project

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Strategic Initiative 2 – Market Relevance (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Diversity	Collaborate with Member Services to expand outreach to multiple populations	Actively work with each committee to reach out diverse new members. Improve diversity metrics through outreach and education	Have at least one rotating committee member from other board committees on each Diversity call and/or have Diversity committee member or chair join other committee calls	continue year 1	continue year 1
Diversity	Offer an educational offering on global health.	Plan a fall global health membership education event.	Partner with E and E to hold one event October 5, 2015	expand collaboration with E and E to partner for a session at Spring Institute or one other event	expand collaboration with E and E to partner for session at Spring Institute or one other event

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Strategic Initiative 2 – Market Relevance (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Events and Education	Fall Networking - Diversity Event	"Global Health" dinner event. 1.5 Qualified Credits. Networking and educational opportunity for membership. Outreach to NAHSE and other professional organizations to promote diversity/inclusion.	# Attendees; Attendee diversity; # new attendees; Event survey	Fall Event - TBD	Fall Event - TBD
Events and Education	8th Annual Lee White Innovation Institute	"Patient Engagement" panel presentation and dinner event. 1.5 Qualified Credits. Networking and educational opportunity for membership.	# Attendees; Event survey	9th Annual LWII	10th Annual LWII
Events and Education	Holiday Networking/Fundraiser	Networking event supporting community-based NFP or project. Co-sponsored event with DVHIMSS.	# Attendees; Event survey; Charitable contribution	Holiday Networking/Fundraiser	Holiday Networking/Fundraiser
Events and Education	CEO Roundtable	CEO panel "Innovation"	# Attendees; Event survey	CEO Roundtable	CEO Roundtable
Events and Education	Breakfast With The Regent	Annual breakfast meeting at the Union League hosted by the PA Regent. Keynote Speaker: Ed Lamb, incoming Chairman of ACHE. Annual Awards presentation for Early Career and Senior Executive.	# Attendees; Event survey	BWTR	BWTR

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Strategic Initiative 2 – Market Relevance (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Events and Education	Spring Institute	Full day educational program offering 6 Face-to-Face credits.	# Attendees; Event survey	SI	SI
Events and Education	HLNDV Annual Meeting	Annual meeting to provide year-end review; introduce new board; present Administrative Achievement Award	# Attendees; Event survey	Annual Meeting	Annual Meeting
Sponsorship	Develop annual sponsor engagement program	Reduce turnover of annual sponsors; Communicate with sponsors to enhance current program	1 monthly communication sent to annual sponsors with program and event updates; Annual sponsor turnover less than 30%	Increase sponsor recognition (events, communication, etc.)	Increase event participation
South Jersey Local Program Council (SJLPC)	Sponsorship	Identify 2 high-level sponsors to support local SJ events	Identify 2 sponsors	Identify 3 high-level sponsors to support local SJ events	Identify 4 high-level sponsors to support local SJ events

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Strategic Initiative 2 – Market Relevance (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
South Jersey Local Program Council (SJLPC)	Member Engagement	Develop Pulse Survey 2x a year targeting SNJ members to gauge engagement, satisfaction and value	Member Satisfaction	Develop Pulse Survey 2x a year targeting SNJ members to gauge engagement, satisfaction and value	Develop Pulse Survey 2x a year targeting SNJ members to gauge engagement, satisfaction and value
South Jersey Local Program Council (SJLPC)	PHO Engagement	Identify PHO employees to serve on SL LPC committees	Progress to Plan	Support PHO community on 1 event	Support PHO community on 2 events
South Jersey Local Program Council (SJLPC)		Convene Quarterly Meetings (both F2F and remote) with ambassadors	Progress to Plan	TBD pending meeting insights	TBD pending growth of PHO initiative
South Jersey Local Program Council (SJLPC)	Community Service	Engage the SJ community in participating in 1 SJ community service event planned by the CDC	Progress to Plan	Engage the SJ community in participating in 1 SJ community service event planned by the CDC	Engage the SJ community in participating in 1 SJ community service event planned by the CDC
South Jersey Local Program Council (SJLPC)	Program Events Calendar (i.e.: Speaker Series)	Develop 1 breakeven Education and 1 Networking Event during year	# of Attendees Financial BE	Develop 1 breakeven Education and 2 Networking Events during year	Develop 2 breakeven Education and 2 Networking Events during year

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Strategic Initiative 2 – Market Relevance (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Member Services	New Member outreach Initiative	Communicate within 30 days after new member joins ACHE/HLNDV via email or telephone.	Total number of Communications (new or renewed members)/TOTAL per Month	Total number of Communications (new or renewed members)/TOTAL per Month	Total number of Communications (new or renewed members)/TOTAL per Month
Member Services	PHO (Partner Health Organization) Program Expansion: Medical center, regional practices/Academic/Insurance based institutions	Develop new PHO programs with new entities	2 new PHO sites per FY	2 new PHO sites per FY	2 new PHO sites per FY
Member Services	PHO (Partner Health Organization) Rejuvenation	Create a quarterly forum for PHO ambassadors to meet/connect and determine next steps for engaging local staff	Total # of PHO ambassadors forums per fiscal year	# of New members directly from PHO site	# of New members directly from PHO site
Member Services	New Member Highlights & membership benefits highlights on newsletter/Website with Communications committee	Advertise membership advantages and sample testimonial from new member	Total # of advertisements via Newsletter or website per FY	Total # of advertisements via Newsletter or website per FY	Total # of advertisements via Newsletter or website per FY
Delaware Local Program Council (DE LPC)	F2F Education	Oct 2015 - 1.5 credit F2F Panel discussion at DHA Fall Forum	1.5 Credit F2F Panel with 100-150 attendees	Oct 2016 - 1.5 credit F2F Panel discussion at DHA Fall Forum	Oct 2017 - 1.5 credit F2F Panel discussion at DHA Fall Forum

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Strategic Initiative 2 – Market Relevance (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Delaware Local Program Council (DE LPC)	F2F Education	April 2016 - 1.5 Credit F2F Panel and new hospital tour	1.5 Credit F2F Panel with 50-100 attendees	N/A	N/A
Delaware Local Program Council (DE LPC)	Networking	Spring 2016 Networking Event	30-50 attendees, with 5 new members recruited	Fall 2016 Networking Event	Spring & Fall 2017 Networking Events
Delaware Local Program Council (DE LPC)	Sponsorship	Identify 2 high-level sponsors to support local DE events	Funding amount TBD	Continued corporate sponsorship	Continued corporate sponsorship
Delaware Local Program Council (DE LPC)	Membership participation	Analyze participation of DE membership in HLNDV events	Increase participation of DE membership in HLNDV events by 10%	Increased membership participation	Increased membership participation
Delaware Local Program Council (DE LPC)	Membership participation	Add members from currently non-participating DE organizations	100% participation from DE hospitals		
Delaware Local Program Council (DE LPC)	Membership participation	Increase DE LPC members participating on HLDNV committees	TBD		

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Strategic Initiative 2 – Market Relevance (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Delaware Local Program Council (DE LPC)	Higher Education Connection	Guest speaker topics and promotion of ACHE membership/student chapter at DE higher education campuses with the ARC	3 DE higher education campuses	3 DE higher education campuses	3 DE higher education campuses
Delaware Local Program Council (DE LPC)	Community Service	Hold a community service events in each DE County	3 events	3 events	3 events
Delaware Local Program Council (DE LPC)	Needs Assessment	Survey of current DE members for input on needs for educational events, networking, mentoring, etc.	1 Survey	N/A	N/A

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Strategic Initiative 3 – Value Creation

Customized Education; Physician Leadership Development; Enhanced Career Services

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Career Development – Early Careerist SIG	Provide a new value added service within the local chapter that will assist members with career advancement	Develop local resume review service for members in collaboration with a local search firm	# of participants	Continue to build resume review service	TBD
Career Development – Early Careerist SIG	Enhance collaboration with committee that is also closely linked to early careerists and engage student members earlier in their career	Develop strategy to collaborate with ARC to engage students as early careerists	Developed strategy (y/n)	Continue collaboration - participate with ARC event	Continue collaboration - participate with CDC event
Career Development – Early Careerist SIG	Provide a new value added program to assist members with professional development	Host professional etiquette dinner in collaboration with ARC	# of attendees	Depends on event feedback	TBD
Career Development – Early Careerist SIG	Encourage participation in mentoring program and increase membership of early careerists	Host early careerist mentoring panel program - October 2015	# of attendees	Host online mentoring webinar	TBD

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Strategic Initiative 3 – Value Creation (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
South Jersey Local Program Council (SJLPC)	Mentoring Program	Identify through member survey correspondence existing members who are currently mentoring someone or would like to	# of Prospective Mentors	Identify 2 participating higher education organizations to seed mentee candidates with the ARC	Identify 2 participating higher education organizations to seed mentee candidates with the ARC
South Jersey Local Program Council (SJLPC)	Events	Q4 2016 Planning around 1st Careerist Luncheon	Progress to Plan	Convene Annual Early Careerist Luncheon	Convene Annual Early Careerist Luncheon
Diversity	Provide Cultural Competency Resources to HC Leadership	Create a self-study resource library and offer consultation to member leaders as needed	Compilation of 10-20 website resources and articles	expand efforts and consider self-study modules with credits	expand efforts and consider self-study modules with credits; create focus group within geographic region to discuss and collaborate
Member Services	Special Interest Group Meetings : Identify target areas based on 2-3 ACHE priorities	Host 2 breakeven SIG events per year for those key focus areas with value to target audiences	2 SIG events per FY	At least 2 new members from each SIG event	At least 5 new members from each SIG event

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Strategic Initiative 3 – Value Creation (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Member Services	Post-SIG follow up with all attendees	Telephone communication to all attendees from the membership committee	Follow up call or email to all attendees to determine value	Follow up call or email to all attendees to determine value	Follow up call or email to all attendees to determine value
Member Services	On-going Discipline Specific SIG Meetings	Develop SIG meetings before key HLNDV events to ensure continuity and expand specialty group membership; Provide remote education & development on specialty areas of interest	At least 2 follow up scheduled calls per year	At least 2 scheduled follow up live events or calls per year	At least 4 scheduled follow up live events or calls per year

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Strategic Initiative 4 - Excellence

Performance Excellence; Technology Advancements; Service Commitment

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Sponsorship	Secure new annual and event sponsors	Secure at least two new annual sponsors	# new annual sponsors achieved (2 goal)	Retention of event sponsors	Conversion of event sponsors to annual sponsors
Sponsorship	Continue Sponsorship/E&E liaison	Enhance communication between committees Attendance on E&E calls Phone/F2F communication between committees on regular basis Create standardized reporting and event templates to reduce ad hoc activities	% participation in E&E calls (100%) # templates created (2 goal)	Enhance culture of communication between committees	Increased E&E involvement on sponsorship (e.g., communication in sponsor identification)
Sponsorship	Recruit additional committee members with a focus on diversity	Increase committee participation by at least two members Make volunteer activities interesting and short in duration Enhance committee member engagement at each event	# new committee members (2 goal) # volunteers for events/other (2 goal)	Committee member retention	Committee member engagement/wo rload equity

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Strategic Initiative 4 – Excellence (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Sponsorship	Event Lead assignment	Assign primary and secondary event liaison for each event	% events with assigned leads (100% goal)	Event lead engagement	Event lead communication between/among committees (e.g., E&E)
Sponsorship	Focus on event planning based on the E&E timeline for events	Fund all annual, scheduled E&E programs at 100%	% E&E program events funded (100% goal)	Fund annual and select other events	Fund events 1-2 weeks prior to event
Sponsorship		Communicate with E&E to identify event dates early and improve sponsors participation rate	% participation in E&E calls (100%)	Annual sponsor event attendance	Annual sponsor exhibit participation
Sponsorship		Implement event checklist to increase program funding rate Update sponsorship participation for each event and for the program year	Checklist implemented (Y/N)	Update checklist based on event and sponsor feedback survey and E&E feedback	Creation of event-specific checklists
Sponsorship	Consistently implement annual and event sponsor surveys (annual and post-event)	Data gathering on what sponsors want from HLNDV program Make continued sponsorship program improvements based on feedback received	Survey implemented (Y/N) % response rate (50% goal in yr. 1)	Increase sponsor survey participation Implement committee changes resulting from survey feedback	Increase sponsor satisfaction

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Strategic Initiative 4 - Excellence (continued)

Committee	Committee Activities	Year 1 Activity Focus	Metric	Year 2 Focus	Year 3 Focus
Diversity	Develop a well-known infrastructure for Diversity resources	Outreach and collaboration with committee and overall membership	Grow committee membership and monthly call participation; submit to ACHE for award consideration	Grow membership participation in diversity related topics; submit to ACHE for award consideration	Win ACHE award or local or national recognition for Diversity outreach efforts
Membership	Deliver focused snap survey to members quarterly	Complete 4 snap surveys: Subcommittee specific surveys. Each respective committee will have at least 1 survey over 2 years. Surveys will focus on "listening" to the requirements of HLNDV customers.	Complete 4 SS per year	Complete 4 SS per year (with participation exceeding previous year avg)	Complete 4 SS per year (with participation exceeding previous year avg)
South Jersey Local Program Council (SJLPC)	Membership Communication	Develop communication plan for SL LPC members using existing vehicles	Progress to Plan	Author 2 stories in HLNDV Newsletter	Author 2 stories in HLNDV Newsletter
South Jersey Local Program Council (SJLPC)	Event Planning	Consistently use event checklist to QA event tasks in coordination with other committees such as Sponsorship and E&E	100% Compliance	Consistently use event checklist to QA event tasks in coordination with other committees such as Sponsorship and E&E	Consistently use event checklist to QA event tasks in coordination with other committees such as Sponsorship and E&E



2016–2018 STRATEGIC PLAN OVERVIEW

ACHE's strategic planning process is designed to prepare the organization and the profession to respond to the rapidly changing healthcare environment. The plan will ensure ACHE's ongoing value to healthcare leaders as they work to improve care delivery and population health. Based on input from the membership, chapter leaders and Regents, the ACHE Board of Governors has developed this strategic plan to direct organizational focus over the next three years.

Strategic Plan Development and Deployment Process

ACHE conducts a systematic annual planning process to develop and deploy its strategic plan using a four-step methodology:

1. Gather data and analyze
2. Develop plan attributes and initiatives
3. Operationalize the plan by deploying within the organization and with key partners
4. Execute, monitor and adjust the plan as necessary

Mission, Vision and Values

ACHE's mission, vision and values provide the basis for organizational direction and decision making and continue to serve the organization and profession. ACHE's fundamental purpose (mission) and the essential core values of the profession form the foundation for our strategy. The desired long-term future (vision) is a fundamental guiding principle for ACHE's strategic direction.

Mission: To advance our members and healthcare management excellence.

Vision: To be the preeminent professional society for healthcare executives dedicated to improving health.

Core Values: As members of the American College of Healthcare Executives, we are committed to:

- 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: We advocate inclusion and embrace the differences of those with whom we work and the communities we serve.

ACHE 2016–2018 STRATEGIC PLAN OVERVIEW

Strategic Objectives: Setting Organizational Direction

ACHE's three strategic objectives—preserve and enhance, extend and adapt, innovate and educate—serve as broad statements of what the organization most wants and expects to achieve over the next several years.

Strategic Objective: Preserve and Enhance core offerings to drive continued recognition of ACHE as the preeminent organization and trusted partner for healthcare leadership growth. Appropriate investment in providing relevant offerings that deliver a high level of satisfaction and value must be a priority. By doing so, ACHE will continue to earn its status as the trusted partner for healthcare leadership growth.

Strategic Objective: Extend and Adapt ACHE offerings and brand position to meet the needs of the emerging market in healthcare leadership. Today's healthcare leaders come from increasingly diverse settings, disciplines and backgrounds. Education programs, career services, the FACHE® credential, networking and volunteer leadership opportunities need to be extended to and adapted for the changing healthcare leader.

Strategic Objective: Innovate and Educate to deliver meaningful new solutions to healthcare leaders and those they serve.

The strategic objectives will be implemented through four key initiatives that further define specific accomplishments to pursue within the plan horizon.

Strategic Initiatives: Focusing Our Efforts

To achieve its strategic objectives, ACHE will embark on the following four key initiatives. Each initiative includes a series of well-developed, cross-functional action plans designed to advance/achieve the strategic objectives.

Initiative: Leadership

To expand upon leadership best practices of key leaders and successful organizations, ACHE will:

- Take a leadership role in helping to advance diverse healthcare executives by forming sustainable partnerships, engaging stakeholders, activating a call to action and building an executive diversity roadmap.
- Explore new partnership opportunities for solution development and build on current education formats to engage top leaders in innovative leadership solutions.

Initiative: Market Relevance

To increase engagement of all healthcare leaders, ACHE will:

- Develop a membership marketing campaign that articulates the value of ACHE membership for targeted recruitment of high-profile, nonmember CEOs and new members from identified market segments.
- Increase member engagement in the use of programs, products and services and

ACHE 2016–2018 STRATEGIC PLAN OVERVIEW

participation in volunteer activities.

- Continue to enhance the value of the FACHE credential, especially to new market segments.
- Extend ACHE's brand by creating a strong, unified and cohesive strategy to increase recognition and communicate ACHE's value in the marketplace.

Initiative: Value Creation

To deliver relevant, high-value programs, products and services through a variety of delivery channels, ACHE will:

- Expand opportunities for customized education to meet the needs of organizations and stakeholders by delivering content that addresses current healthcare issues specific to these organizations.
- Grow physician leadership development offerings by expanding pilots, aligning current offerings with the needs of physician executives and exploring opportunities to collaborate with other organizations.
- Refine CareerEDGE™ based on user feedback, develop interviewing preparation tools, and enhance current programs, products and services to better meet the needs of key membership segments.

Initiative: Excellence

To improve our organizational performance, agility and value to our customers in a changing healthcare environment, ACHE will:

- Continue its focus on systems design, management and improvement by deploying systematic processes and training its workforce to engage in proactive improvements.
- Plan for and adopt relevant technology advancements to improve internal operations and communication, and provide new features and functions for chapters and members.
- Expand its commitment to customer service by listening to the requirements of customers and working to exceed the expectations of customers and members.

Desired Outcomes

- Increased membership and participation across the spectrum of healthcare leadership
- Higher levels of member engagement and satisfaction
- Increased brand awareness and perceived value among members and key constituents
- Greater impact in advancing effective and efficient healthcare