

2020-22 HLNDV Strategic Plan

Our chapter lives by the following, as statements of purpose and principles:

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

We embarked on a planning process in 2020 that cut across all committees and board roles, to sharpen strategic objectives that would enhance our impact and connectivity in the chapter. We selected the following three themes from our board retreat conversations, and specified initiatives and priorities from those themes in conversations involving small groups of committee leaders/other board roles:

1. Evolving Leadership Conversation
2. Inclusive Engagement
3. Lifelong Development

In addition, we have identified that changing our chapter name and communicating a new brand identity, an overarching priority, will help us advance the three areas above by clarifying our national affiliation and geographic scope. This work will include a new name for our chapter, corresponding changes to our bylaws and branding as expressed on our website, social media, and additional channels.

The following emerged as the set of priorities under each theme, and initial plans for taking them forward:

- 1. Evolving Leadership Conversation**— Healthcare leaders are tapped to balance urgent issues and long-term planning, ensure safe delivery of care while moving toward new payment structures, advance the workforce and expand access, amongst other priorities. The demands on leadership have grown exponentially in just the last year. *HLNDV connects leaders with unique insights and helps build adaptive leadership skills and the network to leverage them with.*

Committees: E&E, LPCs, Sponsorship

INITIATIVE		Notes	Milestone	Participants
1.1	Define HLNDV value proposition for sponsors	Platform could include sponsored breakout sessions, special highlights at	Sponsorship gathers insight from	Sponsorship, LPCs, E&E

		events and other visibility opportunities across HLNDV platforms	sponsors to develop one-pager on offering	
1.2	Refine approach to virtual or future hybrid events	<ul style="list-style-type: none"> • Showcase member locations big or small instead of one location; this will showcase the advantage of a virtual event and could be used as a launch for the chapter rebranding • Leverage professional creative approach to make this interactive and engaging (given virtual platform) • Leverage new sponsorship platform • Include use of virtual networking tool 	Hold virtual event with sponsor platform and networking tool	E&E, LPCs
1.3	Develop new virtual leadership series	Plan and implement a virtual leadership series, potentially as replacement for CEO Roundtable	Target holding sessions in summer 2021	E&E, LPCs

2. Inclusive Engagement — Diversity of perspectives, skills, interests, experience, gender, race ethnicity, and many other factors deepens learning and enhances effectiveness. *HLNDV engages all healthcare leaders from all organizations, enriching the chapter with critical knowledge and key capacities.*

Committees: Membership, D&I, Communications, Volunteer Coordinator

INITIATIVE	Notes	Milestone	Participants
2.1	<p>Create and implement charter for D&I committee</p> <p>Assess and define purpose of the committee and, out of that, structure of the committee.</p> <p>Initial ideas to consider include:</p> <ul style="list-style-type: none"> - Consultative body to other committees - Support for ensuring diverse representation and inclusion on HLNDV board - Amplifier of HLNDV and other regional DEI healthcare 	Gather D&I committee and workgroup to review board manual and bylaws in light of chapter needs to draft new charter	D&I, Executive Committee, Membership, Communications, Volunteer Coordinator

		networking, knowledge-sharing and development opportunities through our communications platforms		
		Review our Statement on Diversity that we have on our website, in addition to reviewing the board manual and bylaws.		
2.2	Collaborate with other healthcare leadership organizations to shape HLNDV role	Learn how HLNDV can best serve members and the community with a DEI lens through partnering with affinity groups and others (NAHSE, NALHE, WHN, etc.)	Identfy opportunities for collaboration	D&I

3. **Lifelong Development** — The benefits of connection, collegueship and shared development start in the earliest stages of every career and continue over decades. *HLNDV provides continuity in a community of learners from academic programs through later career stages and achieving fellow accreditation.*

Committees: ARC, CDC, Regents

INITIATIVE		Notes	Milestone	Participants
3.1	Engaging Students & Early Careerists	<ul style="list-style-type: none"> To integrate local Regent and ARC efforts to support schools and create opportunities for students to see the value of ACHE To complete annual visit to HEN programs To explore relationship with one to two new schools with the end goal of HEN designation 	Complete annual HEN visits (to include ARC and student participation?)	Regent, ARC, CDC
3.2	Supporting Members pursuing FACHE	<ul style="list-style-type: none"> To develop course material to support BOG Prep Course for local members To identify presenters to lead BOG Topic Areas To host BOG Prep Series 	Launch BOG prep series	CDC
3.3	Supporting Senior and	<ul style="list-style-type: none"> To understand and identify needs and interests in chapter offerings 	Develop mechanism for sourcing ideas	Regents, EC

	Executive Leadership	of senior and executive leadership <ul style="list-style-type: none"> To operationalize one program/initiative targeted to support Senior and Executive Leadership 	from senior/exec leaders (survey? follow up with event panelists?)	
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Timing of Planning and Implementation

This plan will carry the chapter through the end of calendar year 2022. We will embark on the next planning process in summer 2022 and launch our next strategic plan in January 2023.

Appendix: ACHE Strategic Initiatives 2018-2020

Strategic Initiatives

- 1. Be a Catalyst for the Field of Healthcare Management:** to advance the importance of safety, build partnerships, and innovate solutions that transform healthcare
 - a. **Advance Safety:** Amplify the importance of safety and provide the tools and strategies healthcare leaders need to foster zero-harm workplace cultures and environments.
 - b. **Build Partnerships:** Convene key market players in support of advancing health, safety and quality initiatives, while also broadening ACHE's influence and impact.
 - c. **Innovate and Transform:** Identify and deliver promising approaches to support healthcare leaders as they strive to uncover solutions and effectively manage change.

- 2. Be a Connector Across the Continuum of the Leadership Community:** to strengthen chapters, advance diversity and inclusion, and increase leaders' access to resources
 - a. **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.
 - b. **Advance Diversity and Inclusion:** Extend ACHE's reach and increase diverse representation to cultivate an inclusive community across the continuum of healthcare leadership.
 - c. **Increase Access to Resources:** Improve accessibility of knowledge and resources so leaders can tap into ACHE's solutions anytime, anywhere.

- 3. Be a Trusted Partner for our Members:** to foster engagement, support career advancement, and personalize the ACHE experience
 - a. **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.
 - b. **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.
 - c. **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.