

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

Initiatives

Leadership – Advance Executive Diversity; Innovate Leadership Solutions

Market Relevance – Increase Membership and Engagement; Enhance FACHE® Value; Strengthen our Brand

Value Creation – Expand Education Channels; Develop Physician Leaders; Enhance Career Services

Excellence – Optimize the Member Experience; Advance Performance Excellence; Accelerate Technology Advancement

Strategic Objectives

Innovate and Educate to deliver meaningful new solutions to healthcare leaders.

Extend and Adapt ACHE offerings and brand position to address the needs of the emerging market in healthcare leadership.

Preserve and Enhance core offerings to drive continued recognition of ACHE as the trusted partner for healthcare leadership growth.

Core Values

Integrity

**Lifelong
Learning**

Leadership

**Diversity and
Inclusion**

Mission

To advance our members and healthcare management excellence



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

Vision, Mission and Values

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

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

Mission: To advance our members and healthcare management excellence.

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

Strategic Objectives: Setting Organizational Direction

ACHE's three strategic objectives—preserve and enhance, extend and adapt, innovate and educate—serve as broad statements of how the organization expects to create value for members and the profession over the next several years.

Preserve and Enhance core offerings to drive continued recognition of ACHE as the preeminent organization and trusted partner for healthcare leadership growth. Investing in relevant programs and services 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.

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 will be extended to and adapted for the changing healthcare leader.

Innovate and Educate to deliver meaningful new solutions to healthcare leaders. Challenges unlike those of the past confront today's leaders and new solutions are needed for continued growth.

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

Leadership

To advance the practice and community of leadership through partnerships, ACHE will:

- *Advance Executive Diversity:* Take a leadership role in helping to advance diverse healthcare executives by forming sustainable partnerships, engaging stakeholders and building an executive diversity roadmap.
- *Innovate Leadership Solutions:* Explore new partnership opportunities that engage top leaders in developing innovative leadership solutions.

Market Relevance

To expand engagement of all healthcare leaders, ACHE will:

- *Increase Membership and Engagement:* Promote 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 participation in volunteer activities.
- *Enhance FACHE[®] Value:* Review the FACHE[®] credential, including the

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requirements to advance and recertify to ensure relevancy to the marketplace and stakeholders. Enhance the value of the FACHE[®] credential, especially to new market segments.

- *Strengthen our Brand:* Strengthen ACHE's brand by creating a strong, unified and cohesive strategy to increase recognition and communicate ACHE's value in the marketplace.

Value Creation

To add value to leaders by delivering relevant, high-value programs, products and services through a variety of delivery channels, ACHE will:

- *Expand Education Channels:* Expand educational opportunities to meet the needs of individuals and organizations by delivering content that addresses current healthcare issues and challenges.
- *Develop Physician Leaders:* Develop physician leaders by increasing physician leadership development offerings, aligning current offerings with the needs of physician executives and exploring opportunities to collaborate with other organizations.
- *Enhance Career Services:* Refine CareerEDGE[™] based on user feedback, develop interviewing preparation tools, and enhance current programs, products and services to better meet the needs of a diversified membership.

Excellence

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

- *Optimize the Member Experience:* Enhance its commitment to customer service by listening to the requirements of customers and working to exceed the expectations of members and customers.
- *Advance Performance Excellence:* Continue its focus on systems design, management and improvement by deploying systematic processes and training its workforce to engage in proactive improvements.
- *Accelerate Technology Advancement:* Plan for and adopt relevant technology advancements to improve internal operations and communication, and provide new features and functions for members and chapters.

Desired Outcomes

- Increased membership and participation across the spectrum of healthcare leadership
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