



HLNDV Strategic Plan

2009/2011

Vision

To be the leading ACHE Chapter dedicated to advancing healthcare leadership practices and promoting improved public health

Mission

Promote members professional growth and healthcare management excellence

Values

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

Integrity

We advocate and emulate 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

Goal Area 1: Growth

Align the finances and structure of the chapter to promote sustainable membership growth and diversity

Initiatives:

1. **Net membership growth:**
 - a. Exceed the annual membership growth goals established by ACHE

2. **Diversity of membership:**
 - a. Successfully recruit and retain membership that reflects diversity in the following:
 - i. generational (early, middle and late career)
 - ii. professions (including but not limited to hospital and healthcare system leaders, public health agency executives, physician practice managers, payers, consultants and other business partners)
 - iii. geography (southern New Jersey, southeastern Pennsylvania and Delaware)
 - iv. demographic (women and people of color)

3. **Financial strength:**
 - a. Obtain the maximum allowable ACHE rebate in a timely manner
 - b. Increase the chapter's financial reserves by at least \$5,000 each year
 - c. Maintain a minimum balance annually of at least \$30,000
 - d. Increase corporate sponsorship to \$15,000 annually

4. **Organizational/structure alignment:**
 - a. Expand the chapter's regional planning capabilities (e.g., Local Planning Councils)
 - b. Evaluate the chapter's ability to meet its goals with its existing organizational structure and refine as needed

Goal Area 2: Service

Promote the professional advancement of our members by offering exceptional networking, community service and career development resources

Initiatives:

1. Networking:

- a. Provide multiple opportunities for members to socially interact both in person and virtually
 - i. Establish Facebook/LinkedIn groups for the Chapter
 - ii. Provide for quarterly networking opportunities in a variety of geographic locations

2. Community Service:

- a. Offer opportunities for members to participate in events that better our community
 - i. Organize at least two community service events per year
 - ii. Conduct at least one "drive" (batteries, canned food, toys, etc) annually at a chapter event

3. Membership Advancement:

- a. Exceed annual ACHE Regent goals for Fellow advancement and members who pass the Board of Governor exam
 - i. Target CHE's for Fellow advancement – match board members/mentors with them to go through the process
 - ii. Conduct annual study groups for the Board of Governors exam
 - iii. Develop a Chapter Scholarship program that supports chapter member applications (e.g., \$25 toward exam fee)

4. Career Resources:

- a. Provide opportunities for members to enrich their professional development
 - i. Create a virtual Job Bulletin resource
 - ii. Develop professional interest groups to create email resource for questions and information
 - iii. Provide annual grants through the Don Snook Education Fund

Goal Area 3: Engagement

Effectively engage all of our chapter members and local healthcare professionals through participation in chapter leadership and events

Initiatives:

1. Committee participation:

- a. Develop plans to encourage members to volunteer for committee assignments
- b. Recruit and retain early careerists through career enhancing initiatives and participation
- c. Provide career enhancing initiatives and participation for mid-level and senior careerists
- d. Encourage Regents to participate on committees to enhance collaborative relationships with the Chapter and Chapter leadership

2. Succession planning:

- a. Rotate committee chairs in order to prepare and train future chapter leaders
- b. Create succession plans for the chairs of each committee
- c. Development of a succession plan by the President in conjunction with the Nominating Committee

3. Membership program participation (both penetration and geography):

- a. Provide more Category I programs locally with the ability to have videoconference and Webinar access
- b. Develop ways to engage young careerists and students
- c. Develop value proposition of ACHE Fellowship and why it is meaningful to our local members

4. Collaboration:

- a. Develop plans for collaboration that involves inter-Chapter activities, professional associations, university programs, and Regents assigned to the Chapter
- b. Continue meaningful collaboration with other organizations on behalf of the profession of healthcare management by developing products and programs to better serve our membership and the healthcare profession
- c. Involve healthcare leaders from the physician ranks, long term care and other associated organizations such as: Institute for Diversity in Health Management, National Association of Health Services Executives, National Forum for Latino Healthcare Executives, Asian Health Care Leaders Association, the American Association of Healthcare Consultants, Center for Healthcare Governance, MGMA, HFMA, HIMSS, etc.
- d. Showcase healthcare management research

Goal Area 4: Knowledge

Healthcare Leadership Network of the Delaware Valley....an independent ACHE chapter

Provide members with local access to high quality information to promote their professional success

Initiatives:

1. Mentoring:

- a. Increase the number of members volunteering to participate as mentors and mentees
- b. Provide a personalized approach to meet specific membership match needs including career stage, clinical vs. administrative, and senior-to-senior
- c. Increase visibility of mentoring by recognizing member participation

2. Educational Programs:

- a. Provide programs for HLNDV's professionally diverse membership
- b. Emphasize ACHE Category 1 programming to attract more Fellows to events
- c. Establish distance learning programs using webinars
- d. Hold concurrent programs at different locations in order to accommodate HLNDV's wide geographic area

3. Newsletter:

- a. Issue newsletters in accordance with ACHE requirements using the website
- b. Create a "Spotlight" section in each newsletter for high profile chapter professionals
- c. Create a "Movers and Shakers" section in each newsletter that identifies affiliates who have advanced their careers

4. Website:

- a. Provide easy access for information regarding events, career development, chapter leadership, member directory, newsletter and announcements
- b. Create value for corporate sponsorship
- c. Promote HLNDV brand internally and externally
- d. Develop revenue generating opportunities (e.g., job center, advertising)