

# Strategic Goals 2016 and Beyond

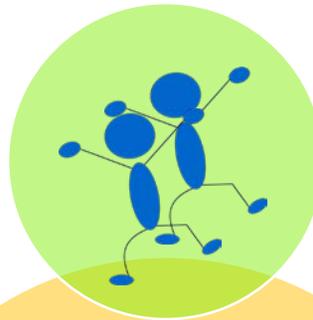
## Presence: Public Image

*Strategy Statement – ACHCA will heighten awareness among the post-acute and long term care community regarding the importance of ACHCA services, advocacy, and education and how these improve performance outcomes in facilities. ACHCA will communicate to the public the role of post-acute and long term care providers within society.*



## Leadership: Industry Alignment

*Strategy Statement – ACHCA will represent the profession to the public and within the spectrum of health care regarding the contribution of post-acute and long term professionals to the delivery of health services.*



## Representation: Membership

*Strategy Statement – ACHCA will recruit and retain membership in the United States.*



## Professional Development: Career Arc

*Strategy Statement – ACHCA will create compelling education and career development resources built around core competencies for the profession, positioning the organization as the preferred source of education and career development.*

# ACHCA FINAL Goals and Strategic Plan as of September 2016

## Our Mission Statement

The American College of Health Care Administrators (ACHCA) is the catalyst for excellence in post-acute and aging services leadership.

## Our Vision

To be the premier membership organization providing professional leadership and professional development opportunities for post-acute and aging services health care leaders. Dynamic leadership forges post-acute and aging health care services that are desired, meaningful, successful and efficient.

## Professional Values

### ACHCA:

- Identifies post-acute and aging services leaders
- Recognizes post-acute and aging services leaders
- Supports post-acute and aging services leaders
- Advocates for the role of post-acute and aging services leaders
- Promotes professional excellence among post-acute and aging services leaders

## GOALS

To accomplish the Mission, ACHCA will pursue strategies to achieve the following Goals:

### Goal: REPRESENTATION OF THE PROFESSION

ACHCA will recruit and retain a diverse membership across the post-acute and aging services continuum.

### Goal: PROFESSIONAL DEVELOPMENT

ACHCA will provide those within the profession the programs, products, and services required for career advancement and development in support of professional excellence.

### Goal: LEADERSHIP

ACHCA will align with industry professionals, business partners, and partner organizations to advance the unique health care specialty of post-acute and long term care.

### Goal: PRESENCE

ACHCA will enhance and promote a positive public perception of the profession and the association to both internal and external audiences.

## STRATEGIES

### Strategy Statements

#### GOAL: Representation of the Profession

*Strategy Statement – ACHCA will recruit and retain membership in the United States.*

This strategy includes but is not limited to:

- Develop targeted marketing pieces based on demographics, such as organization type and size, years of experience, and breadth of professional responsibility.
  - Conduct an internal audit of current marketing efforts.
- Improve communications to the membership
  - Evaluate current communication plan; determine best practices and implement change where needed
  - Identify and utilize appropriate communication tools
- Provide real-time opportunities to engage post-acute and long term care professionals
  - Chapter Development and Support
    - Provide chapter leaders with resources to develop chapter activities, programs, and to support member retention/recruitment
    - Develop at least one chapter in each state: 50 chapters/50 states initiative
    - Develop and support the ability of a virtual chapter
    - Develop and support additional student chapters
  - Develop a marketing campaign for retention and growth (member recruitment)
  - Improve diversity and inclusion in membership and organizational mix
  - Introduce Networking Hubs in areas without a formal ACHCA Chapter
  - Develop engagement opportunities for emerging professionals
- Provide relevant and desired resources that support post-acute and long term professionals in improved performance in their facilities
- Create networking opportunities that connect post-acute and long term care professionals by region, specialty, experience level, and career goals
- Consider leaders of other post-acute environments for membership, e.g., home health agency professionals.

#### GOAL: Professional Development

*Strategy Statement – ACHCA will create compelling education and career development resources built around core competencies for the profession, positioning the organization as the preferred source of education and career development.*

This strategy includes but is not limited to:

- Provide relevant and desired resources for professional and career development
  - Identify subject matter experts to develop resources
- Improve educational opportunities
  - Evaluate and revise the Annual Conference format (Convocation & Winter Marketplace)
  - Develop structured educational programming throughout the year
    - Design programming that supports core competencies
    - Deliver programming regionally and/or via online tools (webinars)
  - Create opportunities for members to engage with each other to share expertise and learning in a peer to peer environment (Special Interest Groups)
- Develop a career mapping program to support post-acute and long term professionals' education and career development
- Increase credibility and marketability of the ACHCA certification & certificate program
  - Increase marketing and visibility of current certifications (CNHA, CALA)
  - Develop new Certification Program (Certified Post-Acute Care Administrator (CPACA)) to address areas of sub-acute care (takes the place of CAS)
  - Continue to develop and offer Certificate programs in specialized areas (e.g., Litigation in the Post-Acute Environment certificate program)
- Serve as the leading resource in personal & professional development
  - Develop a personal professional development plan
    - Develop practice in a box (“how to guide”)
  - Expand and increase participation in the ACHCA National Mentoring Program
    - Support local mentor programs through Chapters and Networking Hubs
    - Institute “Micro Mentoring” for those who wish to help but not in a long term formal relationship
  - Promote the AIT Preceptor Training Program

### **GOAL: Leadership**

*Strategy Statement – ACHCA will represent the profession to the public and within the spectrum of health care regarding the contribution of post-acute and long term professionals to the delivery of health services.*

This strategy includes but is not limited to:

- Identification of strategic partners and building of complementary relationships that leverage resources across the profession
- Promote the ACHCA Code of Ethics.
- Expand advocacy efforts to position ACHCA as the voice of post-acute and long term care professionals.
  - Advocate for a “super credential” that supports those in the profession whom work in different states.
- Release relevant studies and research supporting the profession.

- Serve as the conduit for evidence based practices
- Identify national initiatives to serve as project lead (ACHCA)
- Acquire related associations under the ACHCA umbrella

### **GOAL: Presence**

*Strategy Statement – ACHCA will heighten awareness among the post-acute and long term care community regarding the importance of ACHCA services, advocacy, and education and how these improve performance outcomes in facilities. ACHCA will communicate to the public the role of post-acute and long term care providers within society.*

This strategy includes but is not limited to:

- Promote ACHCA to raise awareness of the existence of the Association.
- Conduct an internal audit of current public relations efforts.
- Evaluate current communication plan; identify appropriate communication tools and best practices.
- Examine the ACHCA brand and explore options for refining and strengthening in the marketplace and to the public.
- Develop a public relations campaign addressing target audiences across the continuum and in the public.
  - Promote the ACHCA Code of Ethics.
- Coordinate with industry leaders and business partners to identify speaking and promotional opportunities
  - Pursue speaking opportunities for the ACHCA CEO
  - More media appearances and placements for ACHCA leadership and senior staff

### **GOAL: Organizational Stability**

*Strategy Statement – ACHCA will establish sound business policies, organizational practices, and decision-making processes that support and maintain long-term results based on best practices in association management.*

This strategy includes but is not limited to:

- Consistently review and evaluate the governance structure
- Revise the ACHCA marketing plan to better establish ACHCA in the marketplace
  - Refine and strengthen the ACHCA brand
- Mentor future association leaders via a succession plan

### **ACHCA Operational Imperatives**

To successfully achieve the goals and provide for effective execution of the strategies the following operational imperatives will be implemented:

1. ACHCA will pursue its Mission in a financially sound and sustainable manner constantly acting as good stewards of the organization's funds.
2. ACHCA will develop a culture of continuous improvement and accountability for the successful achievement of its goals.
3. ACHCA will improve its governance model so that volunteer leadership and staff responsibilities are clear and decisions are made in a thoughtful and deliberative manner.

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