Leading Transformation

The Value of ACHE Membership

Chuck Stokes
Are You Prepared for This Future?

<table>
<thead>
<tr>
<th>Today</th>
<th>Future</th>
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<tbody>
<tr>
<td>Focus</td>
<td></td>
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<tr>
<td>Individual patient</td>
<td>Community health</td>
</tr>
<tr>
<td>Care</td>
<td></td>
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<tr>
<td>Fragmented, episodic treatment</td>
<td>Coordinated, longitudinal care</td>
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<tr>
<td>Goal</td>
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<tr>
<td>Treating sick</td>
<td>Achieving wellness</td>
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<td>Rewards</td>
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<tr>
<td>Volume driven (FFS)</td>
<td>Value, outcome driven</td>
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<tr>
<td>Setting</td>
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<tr>
<td>Institutional base; hospital oriented</td>
<td>Community based; range of settings</td>
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<tr>
<td>Leadership</td>
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<tr>
<td>Managing departments/divisions</td>
<td>Systems thinking/ integrated processes</td>
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(Source: FutureScan 2016–2021)
What Practitioners Predict by 2021

- 76%: Hospitals will move away from fee-for-service.
- 86%: Provider reimbursements will increasingly come from bundled payments.
- 58%: Health system mergers/acquisitions are likely.

(Source: FutureScan 2016–2021)
Our Challenges as Leaders

- Increased demand for physician leadership
- Increased emphasis on population health
- Mergers, acquisitions and consolidation of organizations into healthcare systems
- Affiliations between organizations, including community partnerships
- Increased emphasis on the continuum of care

(Source: What Healthcare Leaders Should Know About Recruiting Senior Executives: Lessons from Executive Search Firms, 2016)
Our Challenges as Leaders

• Change management
• Emotional intelligence
• Ability to influence rather than direct
• Strategic thinking
• Collaboration
• Critical Thinking

(Source: What Healthcare Leaders Should Know About Recruiting Senior Executives: Lessons from Executive Search Firms, 2016)
Our Focus: 2016–2018

**Preserve and Enhance**

Core Services
- Education and Networking
- Periodicals/Books
- Credentialing
- Career Services
- Membership

Excellence
- Optimize Member Experience
- Advance Performance Excellence
- Accelerate Technology

**Extend and Adapt**

Value Creation
- Expand Education
- Develop Physician Leaders
- Enhance Career Services

Market Relevance
- Increase Membership & Engagement
- Enhance FACHE Value (CTF)
- Strengthen Brand

Leadership
- Advance Executive Diversity

**Innovate and Educate**

Leadership
- Innovate Leadership Solutions

(Run) (Grow) (Transform)
## ACHE’s Strategy Map

### 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

<table>
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<tr>
<th>Core Values</th>
<th>Integrity</th>
<th>Lifelong Learning</th>
<th>Leadership</th>
<th>Diversity and Inclusion</th>
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**Mission**

To advance our members and healthcare management excellence
Core Offerings Ensure Continued Preeminence

• A vibrant community
• Education & networking
• Publications
• Board certification
• Career support
Strengthening and Building on Tradition

- Credentialing Task Force
- Review the FACHE credential
- Examine requirements to advance and recertify
- Assure continued relevancy
Enhance the Value of the FACHE Credential

**Fellowship Requirements** (Outcome of the credentialing Task Force)

- Post Baccalaureate Degree
- Volunteerism
- 5 years of Healthcare Management Experience
- 1 Structured Interview
- 1 Letter of Reference
- 12 Hours of F2F Credit over a 3 year period (Total Hours, 36 Every 3 Years)
- All of the Aforementioned must be fulfilled before applying for the status and will be finalized on completion of the BOG Exam
- Rural 20.18 hours/Urban 20.97 hours
- 75% of Fellows Agree/Strongly Agree the Credential is of Value
Fostering Career Advancement

- Create a strategic career plan
- Identify overlaps and gaps in what is required for success
- Develop an action plan for addressing personal and professional needs
- Connect to developmental resources to minimize gaps and increase marketability
- Practice interviewing anywhere, anytime
- Use assessments to identify career preferences
Advancing Diversity and Inclusion

- Policy statements
- Research and white papers
- Scholarships
- Thomas C. Dolan Executive Diversity Program
- Diversity breakfasts at Congress
- Chapter-level initiatives
Addressing Needs Across the Continuum of Care
Convening Thought Leaders

• Collaborate to leverage expertise
• Identify best practices to accelerate “cultures of safety”
• Develop a strategic and tactical guide
• Enable senior executives to lead and sustain culture change
• Work informed by experts
Innovate Leadership Solutions

- NPSF Partnership to Improve Safety
- Goal – Development of National Toolkit – Healthcare Systems
- Next Meeting in Orlando (early December)
- Spring Meeting after Congress
- Final Work Product – Summer 2017

(Source: What Healthcare Leaders Should Know About Recruiting Senior Executives: Lessons from Executive Search Firms, 2016)
ACHE’s Commitment to You

Our performance excellence journey

2015: Illinois Performance Excellence Silver Award

2014: Illinois Performance Excellence Silver Award
2016 Premier Corporate Partners

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CardinalHealth

[Image]

Cerner

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CONIFER

Health Solutions®

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MCKESSON

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Medtronic

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PHILIPS

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Take Aways from the September Chapter’s Leaders Conference

- Make it a Priority
- Be Intentional
- Be Innovated
- No Excuses Accountability for Making it Happen

(Source: What Healthcare Leaders Should Know About Recruiting Senior Executives: Lessons from Executive Search Firms, 2016)
Recast the Fund for Innovations in Healthcare Leadership

- ACHE Board of Directors Contribute at 100%
- Regent/Chapter Board Should Have a Goal of 100% Participation
- Give within Your Comfort Zone
- Ask your Healthcare Organization to Contribute

(Source: What Healthcare Leaders Should Know About Recruiting Senior Executives: Lessons from Executive Search Firms, 2016)
Other Learnings

1. Educate your Trustees about the Value of the Credential

2. Make the FACHE Credential a Priority in Your Recruitment

3. More Training Programs Around:
   a) PAC
   b) Mental Health Services
   c) Population Health
   d) Disease State Management