

# 002060Strategic Plan 2015-17



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Executives

	Objective	Champion	Accountable Committee	Indicator
Convenor	<b>To be a joining force among healthcare and healthcare related organizations in Massachusetts for education, networking and integration across diverse silos.</b>			
	Evaluate opportunities to integrate communities, technologies and		Board	1 Innovative Integration/Yr
	Collaborate with significant strategic healthcare organizations on	• Christoforo, J.	Program	% Increase in Attendance
	Hold special events to engage senior executives	• Christoforo, J.	Program	# of C-Suite Attending first event in 2 Yrs
Improve Chapter Mngmnt. & Governance	<b>The Board will adopt structures and processes to enhance accountability and transparency in promoting optimum functioning of the chapter.</b>			
	Format board agenda and dashboard to reflect review of strategic plan progress	• A. Goldberg	Board	Quarterly Evaluation
	Create a Board Manual to facilitate board guidance and onboarding of new members	• D. Powell	Exec. Committee	Publish & Distribute to Board
	Conduct Board Self-assessment	• D. Powell	Board	Incorporate Board Recommendations
	Create a job description for the Chapter Administrator position	• D. Powell	Exec. Committee	Conduct annual performance appraisal based on jd
	Conduct Board gap analysis	• A. Goldberg	Board	
	Improve linkages across Committees	• Comm. Chairs	Board	
	Implement Finance & Investment Committee	• R. Berkman	Treasurer	Implementation of Finance & Investment Committee
	Strengthen Vice Chair Role and Affirm Committee Compositions	• Comm. Chairs	Board	Identify Vice Chairs of Program, Sponsorship, Finance
Review of Chapter Bylaws	• R. Berkman	Board	Revise with Strategic Plan	
Membership Growth & Engagement	<b>To be the premier professional society for healthcare executives dedicated to improving healthcare delivery.</b>			
	Engage Members in Governance	• D. Powell	Board	1 Open Board Meeting/Yr
	Create special interest groups within the chapter and provide Board level visibility	• R. Corder	Board	Create 1 SIG
	Enhance Web Presence	• M. Porter	ECN/Marketing	1 Event/Yr - Live Twitter & Photos from Ed/Network
	Grow membership diversity across demographic and industry representation	• R. Rosenblum	Membership	Membership grows each year: Non-provider Group, EC, Female, Minority, Sr Leadership
	Convert student associate members to regular members	• R. Rosenblum, R. Gregg, Students	Membership	75% Conversion Rate
	Create a sustainable, annual Fellow recognition event	• R. Rosenblum	Membership	1 Event/Yr
	Establish a presence of events in Central/Western MA	• TBD	Program/Membership	1 Education & Networking Event/Region
	Sustain volunteer outreach and coordination process	• D. Powell	Membership	1 Volunteer Opportunity/Committee
	Increase Board member visibility at ECN events (e.g. education programs, mentorship program)	• A. Panebianco, A. Paciello	Board	
	Enhance Board's recognition of Committee members' work	• A. Paciello, R. Rosenblum	Board	
	Incorporate chapter business update into Fall Annual Meeting	• A. Paciello, D. Powell	Board	
	Provide membership with access to Board minutes & Manual	• M. Porter	Communication	
	Establish a role for patients and patient stories (e.g. Board member, advisory board, panelist at programs)	• All	Board	

Comments on Plan for 2017	
2017	#
	1.1
Schwartz Center co-promotion currently underway	1.2
Jeff Immelt confirmed as speaker for fall C-Suite Event; need second \$10K sponsor	1.3
2017	#
	2.1
	2.2
	2.3
	2.4
	2.5
Add Communications Committee member to Membership & Advancement Committee	2.6
	2.7
Vice Chairs to receive board materials & attend board meetings in Chair's absence	
	2.8
2017	#
	3.1
	3.2
Goals to assign photographer to each event, convert website to responsive site, use LinkedIn group and company page, evaluate process for daily monitoring and posting on Twitter; explore resources available through ACHE	3.3
Planning Underway	3.4
Researching current conversion rate	3.5
Planning underway for December	3.6
Excellent recent program. Leadership in place (Clancy, Jack) & currently planning future programs.	3.7
Need to draft charters for each Committee to help slot volunteers into areas of need	3.8
Will make sure Board Members are aware of events	3.9
Planning for a year-end event underway	3.10
Request submitted to ACHE for Chair/Governor to attend Annual Meeting	3.11
Establishing page on website for Board related activities	3.12
Program Committee to consider adding patient advocacy agency (eg: HC for all) to panel/program	3.13

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	Create advisory board/panel to further engage members and provide guidance to Board			
	Identify a student ambassador from each school to work with the Regent	• R. Gregg, R. Corder, Students	HEN	
	Identify administrative coordinators at each school to facilitate regular communication with students	• R. Gregg, R. Corder, Students	HEN	
	Identify alumni of HEN schools to assist Regent with outreach/visits to schools	• R. Gregg, R. Corder, Students	HEN	
	Develop video/webinar highlighting the value proposition of ACHE membership to prospective student/EC members	• M. Porter	Communication	
	Survey Sponsors Annually	• M. Turrilli	Sponsorship	1 Survey/Yr
Prepare for the Future	<b>We will be a chapter that grows and develops tomorrow's health leaders today, at the same time that we develop today's health leaders for tomorrow.</b>			
	Congress Scholarships for ECN	• A. Panebianco	ECN	2017 - 2 Scholarships
	Launch "Dinner with C-Suite" series for early careerists	• D. Powell	ECN	
	Career Services & Vice Chair	• R. Rosenblum	Membership	Vice Chair appointed and services offered
Diversity				
	Feature the topic of diversity and inclusion each year in Chapter communications, either a Chapter Newsletter or other e-mail	• M. Porter	Communication	
	Strive to conduct at least one chapter educational event per year involving the topic of diversity and inclusion.	• J. Christoforo	Programming	
	Develop a relationship within the chapter with National Association of Health Service Executives and/or other minority healthcare associations locally	• C. Esquivael	D&I	
Board Representation	• C. Esquivel	D&I	Launch D&I Committee	
National Targets				
	Financial Performance	• R. Berkman	Treasurer	
	Annual Membership	• R. Rosenblum	Membership	
	Annual Fellow Advancement	• R. Corder	Membership	
Membership Attendance Ratio	• J. Christoforo	Programming		

Comments on Plan for 2017	
	3.14
In Progress. In addition, identify Buddy for meetings to welcome student and role model networking skills	3.15
In progress	3.16
In progress	3.17
Tweetchat or webinar series for ECN and HEN under exploration	3.18
	3.19
<b>2017</b>	<b>#</b>
Completed; two scholarships awarded 2/3/17	4.1
In Process; Donna is taking the lead with two volunteers from the ECN Leadership Team's Networking Committee	4.2
Working to identify a new Vice Chair. 2016 vice chair relocated.	4.3
<b>2017</b>	<b>#</b>
Communications collaborating with D&I Committee to incorporate articles into LinkedIn and Twitter posts and article for Newsletter	5.1
Topic for inclusion in programs may be addressing issue of race/economically disadvantaged/gender access to HC services. Upcoming program may address.	5.2
	5.3
	5.4
<b>2017</b>	<b>#</b>
	N.1
	N.2
	N.3
	N.4