

American College of Health Care Administrators
 V. Integrated Committee Plan
 FY 2009

Overarching goals carried from FY 2008

- 1 Create Financial Viability for ACHCA
- 2 Implement quality programs and services
- 3 Enhance Member Satisfaction
- 4 Promote external positioning of ACHCA as a premier LTC professional membership association

Committee Key

- AC:** Academy
AL: Assisted Living
ARS: Awards, Recognitions and Scholarships
M/CDD: Membership/Chapter & District Development
CON: Convocation
CD: Cultural Diversity
ED: Education

- ES:** Exhibitor/Sponsorship
FI: Finance
BL: Bylaws
NOM: Nominating
PA: Professional Advancement
BD: ACHCA Board of Directors

- Progress Key**
C: Complete
PC: Partially Complete
IP: In progress
P: Pending
D: Deferred

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
1	Create financial viability for ACHCA	AC	1.1	Secure grants to support Academy programming		IP
		AL	1.1	Promote membership for AL leaders		
		ARS	1.1	Provide transparent, credible, inclusive and timely ARS program that adds value to membership		
		BD	1.1	Create balanced budget		D
		CD	1.1	Work with M/CDD to recruit/retain culturally diverse members		

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		CON	1.1	Maximize revenue		IP
		ED	1.1	Increase the bottom line for existing education programming, including annual conferences		
		ES	1.1	Maximize revenue		
		FIN	1.1	Monitor ACHCA's short- and long-range financial situation		IP
		M/CDD	1.1	Increase membership		IP
		PA	1.1	Promote certification		
		AC	1.2	Promote annual and life Academy memberships		IP
		AL	1.2	Promote new and renewing CALAs		IP
		BD	1.2	Support the growth of qualified affinity partnerships that enhance member benefit and non-dues revenue		IP
		CD	1.2	Effectively manage CD funds		IP
		CON	1.2	Minimize expense		IP
		ED	1.2	Explore co-sponsored/co-branded programs, including live conferences, webinars, e-Learning, independent		IP
		ES	1.2	Minimize expense		

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		FIN	1.2	Provide guidance and direction to staff to ensure fiscal viability		IP
		M/CDD	1.2	Retain current		IP
		PA	1.2	Promote fellowship		
		AC	1.3	Develop and execute fundraising plan		IP
		ES	1.3	Cultivate relationships and assure continued vendor satisfaction and		
		FIN	1.3	Keep the Board of Directors apprised of financial matters and make recommendations for action		IP
		M/CDD	1.3	Debt reduction		IP
		PA	1.3	Assure cost-effective delivery of PA programs		
		AC	1.1.1	Secure grants to support Academy programming	Secure sole-recipient grants for Academy	P
		AL	1.1.1	Promote membership for AL leaders	Work with M/CDD to recruit/retain members from the full LTC	IP
		ARS	1.1.1	Provide transparent, credible, inclusive and timely ARS program that adds value to membership	Effectively implement and promote Facility Leadership Recognition program	IP
		BD	1.1.1	Create balanced budget	ACHCA debt reduction campaign	IP

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		CD	1.1.1	Work with M/CDD to recruit/retain culturally diverse members	Work with M/CDD to develop an membership brochure that attracts culturally diverse members	
		CON	1.1.1	Maximize revenue	Work with M/CDD to maximize paid registrants	C
		ED	1.1.1	Increase the bottom line for existing education programming, including annual conferences	Manage expenses i.e. speaker fees/expenses, AV, copying, etc.)	C
		ES	1.1.1	Maximize revenue	Maximize exhibit, sponsor and advertising revenue	C
		FIN	1.1.1	Monitor ACHCA's short- and long-range financial situation	Stay apprised of current operational status	IP
		M/CDD	1.1.1	Increase membership	Work with AL to recruit/retain members from the full LTC	IP
		PA	1.1.1	Promote certification	Recruit/renew CNHAs	IP
		AC	1.1.2	Secure grants to support Academy programming	Pursue partnership grants	IP
		ARS	1.1.2	Provide transparent, credible, inclusive and timely ARS program that adds value to membership	Create single tier of credible, relevant leadership award categories	C
		BD	1.1.2	Create balanced budget	Explore Chapter 11	C
		CON	1.1.2	Maximize revenue	Support and assist ES in maximizing exhibit, sponsor and advertising	C

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		ED	1.1.2	Increase the bottom line for existing education programming, including annual conferences	Enhance revenue opportunities (i.e. pre-con, specialty series, etc.)	D
		FIN	1.1.2	Monitor ACHCA's short- and long-range financial situation	Provide guidance to the Board on retiring old debt	IP
		M/CDD	1.1.2	Increase membership	National multi-facility membership campaign	P
		PA	1.1.2	Promote certification	Work with AL to recruit/retain CALAs	IP
		AC	1.1.3	Secure grants to support Academy programming	Solicit pass-through grants	PC
		ARS	1.1.3	Provide transparent, credible, inclusive and timely ARS program that adds value to membership	Solicit broad array of nominations and applications	C
		BD	1.1.3	Create balanced budget	Explore partnership with ACHE	C
		CON	1.1.3	Maximize revenue	Plan program that attracts registrants, exhibitors and sponsors	C
		ED	1.1.3	Increase the bottom line for existing education programming, including annual conferences	Secure continuance of NAB CE fee deferral.	C
		FIN	1.1.3	Monitor ACHCA's short- and long-range financial situation	Provide direction toward re-establishing regular payment of chapter dues	IP

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		M/CDD	1.1.3	Increase membership	Work with CD to recruit/retain culturally diverse members and develop culturally diverse membership brochure	IP
		PA	1.1.3	Promote certification	Increase non-member certificate fee to encourage membership for newly certified individuals	
		ARS	1.1.4	Provide transparent, credible, inclusive and timely ARS program that adds value to membership	Reposition nomination process to one of nomination/self-nomination process	IP
		BD	1.1.4	Create balanced budget	Convert national office to virtual operation	C
		CON	1.1.4	Maximize revenue	Organize profitable fundraising events at Convocation	C
		M/CDD	1.1.4	Increase membership	Work with PA to maximize renewals among FACHCAs	IP
		ARS	1.1.5	Provide transparent, credible, inclusive and timely ARS program that adds value to membership	Effectively communicate ARS recipients	C
		BD	1.1.5	Create balanced budget	Discontinue Drohan contract, convert to dedicated staff/contractors for customer service and back office functions.	IP
		M/CDD	1.1.5	Increase membership	Student chapters	IP

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		M/CDD	1.1.6	Increase membership	All categories - full, business affiliate, student, retired, bridge, associate	IP
		M/CDD	1.1.7	Increase membership	Initiate national membership drive	P
		M/CDD	1.1.8	Increase membership	Lapsed members	IP
		AL	1.2.1	Promote new and renewing CALAs	Work with PA to recruit/renew CALAs	IP
		CON	1.2.1	Minimize expense	Plan events, programs and activities that are meaningful and cost	C
		ES	1.2.1	Minimize expense	Target cost effective advertising/sponsorship opportunities	C
		PA	1.2.1	Promote fellowship	Recruit new applicants	IP
		CON	1.2.2	Minimize expense	Allocate expenses to appropriate revenue-generating cost centers	IP
		PA	1.2.2	Promote fellowship	Increase membership renewal among fellows.	IP
		AC	1.3.1	Develop and execute fundraising plan	ACHCA life giving campaign	P
		ES	1.3.1	Cultivate relationships and assure continued vendor satisfaction and	Exhibitor/Sponsor survey	IP
		PA	1.3.1	Assure cost-effective delivery of PA programs	Suspend HumRRO contract to refresh the certification exam until 100 applicants have completed the certification	C

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		ES	1.3.2	Cultivate relationships and assure continued vendor satisfaction and	Business Advisory Committee	IP
		PA	1.3.2	Assure cost-effective delivery of PA programs	Utilize the ACHCA Item Writers to update certification references and categorize questions into 5 NAB domains of practice in preparation for revision of certification exam in 2010.	
2	Implement quality programs and services	AC	2.1	See Academy Plan		IP
		AL	2.1	Evaluate and enhance the value proposition of membership for leaders in assisted living and the rest of the continuum		IP
		ARS	2.1	Refer to ARS 1.1 for strategies and tactics		
		BD	2.1	Ensure that all ACHCA programs and services are consistent with the mission, vision and values of ACHCA.		IP
		BL	2.1	Ensure that all ACHCA programs and services are consistent with the		IP

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		CD	2.1	Evaluate and make recommendations on offering programs and services that are of value to culturally diverse members		
		CON	2.1	Plan events, programs and activities that are meaningful and beneficial to members.		IP
		ED	2.1	Expand our repertoire of educational outreach to members and		
		ES	2.1	Ensure ACHCA meets the needs of business affiliate members, exhibitors, sponsors, affinity partners.	See ES 1.3	IP
		FIN	2.1	Provide oversight of all ACHCA programs and services to assure that they are fiscally sound and make recommendations for cost-effective delivery.		IP
		M/CDD	2.1	Evaluate and enhance chapter programming and outreach		IP

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		NOM	2.1	Identify candidates and facilitate inclusive, transparent election process to assure diverse and effective leadership for ACHCA moving		C
		PA	2.1	Enhance and promote the value proposition for certification and fellowship.		IP
		BL	2.2	Make recommendations for revisions to the bylaws to reflect the evolving membership and direction of the association.		IP
		ED	2.2	Provide excellent leadership programs		
		M/CDD	2.2	Evaluate and make recommendations to enhance national programming and		IP
		PA	2.2	Evaluate and insure the integrity of ACHCA professional certification exams.		
		M/CDD	2.3	Provide excellent national, chapter, and member communications		IP

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		PA	2.3	Position ACHCA professional certification so that it has more value to certificants, employers and consumers		
		AL	2.1.1	Evaluate and enhance the value proposition of membership for leaders in assisted living and the rest of the continuum	Education	PC
		CD	2.1.1	Evaluate and make recommendations on offering programs and services that are of value to culturally diverse members	Ensure cultural diversity is incorporated into every ACHCA national committee	IP
		CON	2.1.1	Plan events, programs and activities that are meaningful and beneficial to members.	Education	C
		ED	2.1.1	Expand our repertoire of educational outreach to members and	Replace free CEU offerings previously offered through Myziva.com	IP
		M/CDD	2.1.1	Evaluate and enhance chapter programming and outreach	Education	IP
		AL	2.1.2	Evaluate and enhance the value proposition of membership for leaders in assisted living and the rest of the continuum	Member services	P

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		CD	2.1.2	Evaluate and make recommendations on offering programs and services that are of value to culturally diverse members	Evaluate results of available data and make recommendations for improvement	D
		CON	2.1.2	Plan events, programs and activities that are meaningful and beneficial to members.	Networking Opportunities	C
		ED	2.1.2	Expand our repertoire of educational outreach to members and	Affinity partners	IP
		M/CDD	2.1.2	Evaluate and enhance chapter programming and outreach	Member communication	IP
		AL	2.1.3	Evaluate and enhance the value proposition of membership for leaders in assisted living and the rest of the continuum	Professional Advancement	IP
		CON	2.1.3	Plan events, programs and activities that are meaningful and beneficial to members.	Events	C
		ED	2.1.3	Expand our repertoire of educational outreach to members and nonmembers	Pursue educational programming to make available for chapters and/or district	IP

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		M/CDD	2.1.3	Evaluate and enhance chapter programming and outreach	Member services	IP
		AL	2.1.4	Evaluate and enhance the value proposition of membership for leaders in assisted living and the rest of the continuum	Awards	IP
		ED	2.1.4	Expand our repertoire of educational outreach to members and	Other organizations	
		M/CDD	2.1.4	Evaluate and enhance chapter programming and outreach	Networking	IP
		M/CDD	2.1.5	Evaluate and enhance chapter programming and outreach	Students	IP
		ED	2.2.1	Provide excellent leadership programs	Assure timely and accurate review of presentation proposals for ACHCA education programs, which adhere to accrediting organizations' requirements	IP
		M/CDD	2.2.1	Evaluate and make recommendations to enhance national programming and	Education	IP
		PA	2.2.1	Evaluate and insure the integrity of ACHCA professional certification exams.	Move towards utilization of the NAB 5 domains of practice as a basis of the certification exam	IP

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		ED	2.2.2	Provide excellent leadership programs	Pursue educational programming for leaders of the full continuum, consistent with ACHCA's leadership mission	IP
		M/CDD	2.2.2	Evaluate and make recommendations to enhance national programming and	Member communication	IP
		M/CDD	2.2.3	Evaluate and make recommendations to enhance national programming and	Member services	IP
		M/CDD	2.2.4	Evaluate and make recommendations to enhance national programming and	Networking	IP
		M/CDD	2.2.5	Evaluate and make recommendations to enhance national programming and	Students	IP
		PA	2.3.1	Position ACHCA professional certification so that it has more value to certificants, employers and consumers	Conduct a value study to demonstrate the importance of certification to the LTC profession. Analysis to be sponsored by John Sheridan.	

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		PA	2.3.2	Position ACHCA professional certification so that it has more value to certificants, employers and consumers	Promote findings of the certification value study to the ACHCA Membership and LTC Community as a whole.	
3	Enhance member satisfaction	AC	3.1	Evaluate the impact of mentoring and coaching programs on the growth and development of individual administrators		PC
		AL	3.1	Provide opportunities for involvement and achievement appropriate for assisted living leaders	Work with Awards Committee to upgrade AL Admin. Recognition to an Award	C
		ARS	3.1	See ARS 1.1		
		BD	3.1	Ensure open and transparent lines of communication with membership, providing information and being responsive to member needs and concerns		IP
		BL	3.1	Ensure, cultivate and promote membership satisfaction by assuring that the bylaws reflect current dynamics of the profession		P

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		CD	3.1	Provide opportunities for involvement and achievement for a culturally diverse membership		IP
		CON	3.1	Organize and execute an annual conference that meets members' educational, social and networking expectations		C
		ED	3.1	Assure educational offerings are topical, timely and ahead of the curve to enhance the professional development of the member.		IP
		M/CDD	3.1	Combine the current Membership Committee with the Chapter and District Development Committee to solidify member relations with national, districts, chapters, and individual members		C
		NOM	3.1	See NOM 2.1		C
		PA	3.1	Ensure that professional certification and fellowship are relevant, valued, and supported with excellent customer		

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		ED	3.2	Capitalize on new technologies to broaden ACHCA's array of educational platforms		IP
		M/CDD	3.2	Assure consistent member communication, both at national and local level		IP
		ED	3.3	Advance the educational opportunities afforded members through ACHCA educational affinity partners		
		M/CDD	3.3	Conduct the annual member satisfaction/perception/and need survey		IP
		PA	3.1.1	Ensure that professional certification and fellowship are relevant, valued, and supported with excellent customer	Notify lapsed Fellows and Certified not to use the professional credential.	
		ED	3.3.1	Advance the educational opportunities afforded members through ACHCA educational affinity partners	Facilitate delivery of quality educational programming through ACHCA affinity partners	IP
		ED	3.3.2	Advance the educational opportunities afforded members through ACHCA educational affinity partners	Assist in the development of co-developed, co-branded leadership content with affinity partners	IP

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
4	Promote external position of ACHCA as the premier LTC professional leadership association and advance aging services across the continuum.	AC	4.1	See Academy Strategic Plan		PC
		BD	4.1	Ensure that the voice of LTC leaders is well-represented at national, regional and state levels		PC
		M/CDD	4.1	Establish active outreach to students who are undeclared or enrolled in healthcare/aging services programs to promote the benefits and rewards of careers in LTC.		IP
		M/CDD	4.2	Represent the administrator's voice at the state and district level		IP
		BD	4.1.1	Ensure that the voice of LTC leaders is well-represented at national, regional and state levels	Partnerships	IP
		BD	4.1.2	Ensure that the voice of LTC leaders is well-represented at national, regional and state levels	Participation in coalitions	P

Goal #	Goal	Responsibility	Item	Strategy	Tactic	Progress to Date, 5/09
		BD	4.1.3	Ensure that the voice of LTC leaders is well-represented at national, regional and state levels	Media coverage	IP
		BD	4.1.4	Ensure that the voice of LTC leaders is well-represented at national, regional and state levels	Collaborate with professional associations to better leadership in long term care	IP