



Healthcare Management Association of Central New York

Strategic Plan

Chapter Name: Healthcare Management Association of Central New York (HCMACNY)

Affiliated With: American College of Healthcare Executives (ACHE)

Period Covered: 1/1/2019 – 12/31/2021

Date Adopted: 1/1/2014, Reviewed and updated 12/2018

Mission:

- Continuously aspire to advance the art and science of Healthcare leadership and innovation with its membership.
- Be the leading resource for professional development through education, support, resources and networking for healthcare leadership members.
- To model and expect the highest ethical standards and conduct.
- To ensure we all lead from whatever seat we occupy.

Vision: The HCMA will advance the national mission by being the association of choice for healthcare leaders and executives for resources, support, education, professional development and networking.

Values:

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.

Overview of Strategic Plan: HCMACNY's Strategic Plan is intentionally designed to meet objectives in critical areas deemed important to the Board of Directors. The Board members believe the organization must be dynamic and progressive in its efforts to promote both the HCMACNY mission and thus the mission of the American College of Healthcare Executives. Assessments of progress will be made periodically to update and/or add new objectives, to modify assignments, to redefine tasks to accomplish objectives, and to decide when and how objectives have been met.



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Chapter Goals	Tasks and Timelines to Accomplish Goals	Responsible Party	Measurement/ Status	Completion Date
GROWTH				
<p>Membership Growth Achieve 470 active members by the end of 2019; 3% per year</p>	<ul style="list-style-type: none"> ● Identify membership opportunities in major organizations/systems through tactic of identifying leadership champion at each organization of employment through HCMA chapter; ● contact senior leadership at respective organizations with developed “letter drive” (i.e. benefits of membership and value to healthcare in NYS.) ● Utilize resources on the ACHE website to provide communications to physicians; embed video on Chapter website that explains benefits of membership for physicians 	<p>Board of Directors (to identify leadership champions in designated locations)</p>	<p>Census data and chapter dashboard</p>	<p>12/31/2019 – 3% (472 total) 12/31/ 2020 – 3% (486 total) 12/31/2021 – 3% (501 total)</p>



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<p>Establish Active Connection with 2 Higher Education Networks (HENs): 1 Western, 1 Eastern.</p>	<ul style="list-style-type: none"> ● Identify and focus on 2-3 key graduate schools ● Assign a local champion for each of the schools/programs. ● Conduct a 1 hour educational panel session with networking reception at each of the 2 graduate programs ● Improve communication with HENs and Invite students to education, networking and social sessions throughout the year. ● Verify student designation within the ACHE database 	<p>Regent and Board of Directors to identify schools Need to seek volunteers to serve in local champion roles for each school</p>	<p>Having assigned local champion for each HEN school</p> <p>Having held networking/ education programs per year</p> <p>Ensuring students are invited to networking events as standard part of HCMA activities</p>	<p>Achievement of each of the tasks by 12/31/2019, 12/31/2020, and 12/31/2021</p>
<p>Membership Retention</p>				



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<p>Maintain retention rate to 85% in 2018</p>	<ul style="list-style-type: none"> ● Significant improvements in Communication will be key, including newsletters, website, social media, and other outreach (such as letters to new members in the Chapter) ● Expansion of member recognition with Regent Awards and other Service Awards ● Demonstrate value-add of membership by increasing local educational and networking opportunities, and offering scholarships ● Creating greater ease for participation in chapter volunteer activities 	<p>HCMA Board Communication/ Marketing Sub- committee</p> <p>Regent & Chapter President</p>	<p>Census Data on retention</p>	<p>12/31/2019 – 85% 12/31/2019 - 85% 12/31/2020 – 85%</p>
<p>CAREER DEVELOPMENT</p>				
<p>ACHE Credentialing</p>				



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<p>Facilitate and promote opportunities for affiliates to advance through the credentialing ranks of ACHE</p>	<ul style="list-style-type: none"> ● Seek to advance 3-5 new Fellow(s) per year (ongoing). 	<p>Regent/Board of Directors</p>	<p>Design and offer two general informational sessions on advancement per year:</p> <ul style="list-style-type: none"> ● one in person session at the “annual” chapter meeting and ● one via a web conference <p>Collaborate with closely located regional chapters on advancement educational programs in an effort to provide clarity around the BOG exam, tools to assess personal qualities for moving through career ranks.</p>	<p>12/31/2019 12/31/2020, 12/31/2021</p>
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Advancement	<ul style="list-style-type: none"> ● Present one “Early Careerist Healthcare Executive Award” at annual chapter program ● Present one “Senior Careerist Healthcare Executive Award” at annual chapter program 	Board of Directors Board of Directors	Celebrate advancement through recognition of “Early Careerists” and “Senior Careerists” as well as recognizing chapter members with service awards that encourage advancement.	9/30/2019 9/30/2020 9/30/2021
	<ul style="list-style-type: none"> ● Identify and Nominate eligible HCMACNY members for service awards 	Board of Directors	Eligible members recognized and celebrated.	12/31/2019 12/31/2020 12/31/2021
Career Skills and Advancement Mentoring Program				

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	<ul style="list-style-type: none"> ● Contact members who are eligible for advancement and offer assistance and encouragement ● Identify Fellows to serve as mentors for new members 	<p>Regent/Designated FACHE Board Members: Jim Connolly Bertine McKenna Diane Bradley</p>	<p>Offer educational programs on advancement at either the “annual” chapter meeting or the HANYS annual meeting or via a mentorship with regional CEO Fellows to identify benefits of advancement and assistance in achieving and advancing career.</p> <p>Provide information and encourage members who are Fellow candidates to pursue two avenues in enhancing their career skills and advancing their careers</p> <ul style="list-style-type: none"> ● Provide a webinar on FACHE’s healthcare leadership competency framework and how it dovetails with FACHE’s Career Edge tool. ● Hold a second webinar to introduce and reinforce the value of a ACHE’s job bank, assistance with resume writing and interviewing and 	<p>12/31/2019 12/31/2020 12/31/2021</p>
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<ul style="list-style-type: none"> Promote new career center on ACHE website 	Board of Directors	<p>Utilize social media outlets to provide short and succinct information on a monthly basis to attract early careerists.</p> <p>Provide link to ACHE and HCMACNY website</p>	3/31/2019
<ul style="list-style-type: none"> Continue implementation of a fellow and member mentoring program (ongoing) 	Board of Directors	Match candidates for advancement with mentors by utilizing volunteer chapter members who are already ACHE Fellows	12/31/2019
<ul style="list-style-type: none"> Submit recommendations to ACHE for national committee assignments (yearly) 	Regent	Will have submitted national committee assignment recommendations as requested.	10/31/2019

VALUE / SERVICE TO MEMBERS				
Diversity	Host Diversity Panel Discussion / Webinar by 9/30/19	M. Malhotra / M. Van Pelt		9/30/2019



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Membership Satisfaction	Be at or above the mean for member satisfaction by 12/31/2021	M. Malhotra / M. Van Pelt		12/30/2019
	Increase ACHE Category 1 Education Seminars locally	M. Malhotra / M. Van Pelt		
Website	Add physician and other audience-specific video to website from ACHE resources	M. Malhotra / M. Van Pelt		1/31/2019
	Increase website traffic using baseline from 3/2019	M. Malhotra / M. Van Pelt		4/30/2019
Newsletter	Send 4 Chapter Newsletters in 2019	M. Van Pelt		12/31/2019
	add New Early Careerist section to Chapter President's news letter	M. Van Pelt		12/31/2019
Sponsorships	Maintain 1-2 major sponsors for the Chapter; recruit smaller local sponsorship for events	M. Malhotra		12/31/2019
	Recruit Sponsor for Early Careerist scholarship to Pursue FACHE	M. Malhotra		
Resource Development and Management				
Provide resource support to local program council structure.	Reserve seed capital to support local program council development and program planning.	B. Negley		12/31/2019
Sponsor Congress attendance	Reserve capital to allow for a chapter assistant to earn a trip to attend Congress.	N. Daoust		12/31/2019