

# ACHE of Northern New England 2021-2024 Strategic Plan

As of January 06, 2023

## **Board Members:**

Michael Peterson, FACHE, President  
Sidi Cuko, FACHE, President Elect  
Marie Vienneau, FACHE, Immediate Past President  
Michael Towle, FACHE, Treasurer/Secretary  
Mark Bonica, FACHE, Education Chair  
J. Tate Curti, FACHE, New Hampshire Regent  
Tyson Thornton, FACHE, Maine Regent  
Kelly Watson FACHE, Vermont Regent  
Jennifer Brewer, FACHE, Volunteer Coordinator  
James Alvarez, FACHE  
Jill Berry-Bowen, FACHE  
Michele Buck, FACHE  
Glenda Dwyer, FACHE  
Tiffany Love, FACHE  
Stephen Merz, FACHE  
UNH SOHL Representative **TBD**

## **Committee Chairs:**

Governance: Board/Regents  
Annual Meeting: Board  
Education: Marc Bonica  
Advancement: Stephen Merz & Peter Wright  
Finance: Michael Towle  
Marketing/Sponsorships: Jennifer Brewer & Michelle Buck  
Social Media: Marc Bonica/UNH SOHL Representative  
Volunteers: Jennifer Brewer  
Early Careerists: Stephen Merz

## **Strategic Objectives:**

- 1. Member Engagement:** Provide a compliment of services creating value for our members in a manner that positions the chapter as a prime resource for affiliate's educational, networking and career support needs.

Goal: Enhance career advancement services.

*Tactical Objective:* Continue résumé review program for students.

*Tactical Objective:* Maintain and enhance qualified education sessions as part of annual meeting.

*Tactical Objective:* Promote resume review for Members via Regent's newsletter.

*Tactical Objective:* Promote ex-officio positions on Board.

**2022 Outcomes:**

- **Held 9 credits of face-to-face education held in November 2022.**
- **Had three ex-officio members join the Board in 2022. Officially elected at annual meeting.**
- **Resume reviews as requested.**

Goal: Develop a local Early Careerist network program.

*Tactical Objective:* Identify/Recruit multiple early careerists' volunteers to lead efforts and/or become ex-officio members.

*Tactical Objective:* Develop a social media presence for the Chapter, i.e. LinkedIn, Twitter, etc.

*Tactical Objective:* Support scholarships or a reduced fee structure for all chapter events.

**2022 Outcomes:**

- **Enhanced social media presence by hiring a media manager and expanding posts.**
- **Provided scholarships for 12 UNH healthcare management students to attend annual meeting.**

**2023 Outcomes (to date):**

- **Enhanced social media presence by utilizing SOL Representative, revamp and enhance website content, and expanding posts.**
- **Established and staffed an Early Careerists Committee for the Chapter**

Goal: Continue to engage healthcare management and policy students across Northern New England and identify SOHL Representative Board Member.

*Tactical Objective:* Engage with new programs being developed in the tri-states with support through scholarships, volunteer opportunities, and membership support.

*Tactical Objective:* Investigate and discuss expansion of student awards and ACHE membership support to other colleges and universities that become part of the higher education network.

*Tactical Objective:* Expand student involvement in the annual meeting to other colleges and universities in the higher education network.

*Tactical Objective:* Continue free admission to annual meeting to students of colleges and universities in the higher education network.

*Tactical Objective:* Continue and expand engagement with UNH (HEN) on annual student/faculty education session.

*Tactical Objective:* Encourage the expansion of summer internships for students.

**2022 Outcomes:**

- **Dartmouth College joined the HEN.**
- **Several summer internship opportunities offered by Board members.**
- **UNH student/faculty education session being held annually in September.**

Goal: Increase engagement of major healthcare organizations in Vermont, New Hampshire, and Maine in the Chapter.

*Tactical Objective:* Catalogue leaders and senior executives of major healthcare organizations in Northern New England Chapter area, identify gaps, key prospects list and develop strategy to fill gaps.

*Tactical Objective:* Develop a contact strategy for membership appeal (e.g., direct outreach visits, Regent direct appeal, social media, host new member event). Reach 10+ new organizations / senior leaders and convert at least 50% or more as new ACHE members.

*Tactical Objective:* Develop a campaign to engage CEOs in the Chapter through highlighting their successes and experience and profile on the chapter website, newsletter, and other communications.

*Tactical Objective:* Provide quarterly updates to Chapter Board.

**2022 Outcomes:**

- **Northern Light Health in Maine, North Country Healthcare and Dartmouth Hitchcock in New Hampshire are Systems that have increased representation in 2022.**
- **North Country Healthcare engaged as Platinum Level Sponsor for Annual Meeting, the first Health System to sponsor at this level.**

**2. Education:** Continue to provide local and high-quality educational opportunities.

Goal: Support membership engagement goals by rotating the meeting locations appropriately amongst Vermont, New Hampshire and Maine.

*Tactical Objective:* Plan for central locations on a one-year rotating schedule.

Goal: Maximize face-to-face educational opportunities through on-location and virtual programs.

*Tactical Objective:* Develop a minimum of a six credit face-to-face credits per year.

*Tactical Objective:* Continue to offer one and a half to three qualified program credits at the annual meeting.

*Tactical Objective:* Regents or designee arrange qualified or F2F programs at each hospital association meeting.

Goal: Sustain and expand qualified education programs.

*Tactical Objective:* Jointly work with other qualified associations/agencies on adding additional educational opportunities for members.

**2022 Outcomes:**

- **9 face-to-face credits offered at annual meeting**
- **Regents held qualified credit programs at hospital association meetings**

**3. Advancement:** Meet ACHE strategic objectives for our chapter.

Goal: Continue to enhance support for affiliates to advance to Fellow.

*Tactical Objective:* Board of Governors Exam prep course annually.

*Tactical Objective:* Recruit more volunteers to support study groups depth and bench strength.

*Tactical Objective:* Continue to offer advancement information at hospital associations meetings, the chapter annual meeting and other locations as the opportunities present.

Goal: Include healthcare advocacy information in chapter communication.

*Tactical Objective:* Include ACHE provided copy in newsletters.

*Tactical Objective:* Include hospital association information in newsletters.

*Tactical Objective:* Post advocacy information onto the chapter website and social media outlets.

**2022 Outcomes:**

- **Board of Governor's prep held at Annual Meeting.**
- **Advancement information session held at Annual Meeting.**
- **Advocacy panel of Hospital Association Leaders and AHA held.**

- **Six new Fellows advanced in 2022.**
- **Award of Chapter Merit received in 2022 for Fellow Advancement.**

**4. Board Development:** Ensure the continued success of the chapter through the recruitment and development of new board members and developing future board leaders.

Goal: Create a board development plan that establishes a track for members to become a director of the board and for directors to follow to become board leaders and which assures diversity representative of our membership.

*Tactical Objective:* Provide avenues of communication to highlight board development.

*Tactical Objective:* Promote Board involvement at annual meeting/website etc.

*Tactical Objective:* Assign peer mentor to new board members and provide board orientation.

Goal: Create a volunteer coordinator position.

*Tactical Objective:* Identify and promote volunteer opportunities for non-board members to become involved in chapter activities and assure diversity representative of our membership.

*Tactical Objective:* Identify potential volunteers for national ACHE committees.

*Tactical Objective:* Once identified, invite potential board member to join as a non-voting Board member. Assign a dedicated mentor (current Board member).

**5. Finance:** Ensure that chapter's financial health while directing available funds to support member growth.

Goal: Maintain a financial policy to develop budgets and direct funds.

*Tactical Objective:* Identify desired cash reserve levels.

*Tactical Objective:* Identify and communicate desired budget allocation as a percentage of total budget to provide guidance in directing funds

*Tactical Objective:* Communicate financial policy and plans to our members.

Goal: Identify and maximize fund resources.

*Tactical Objective:* Develop strategic sponsorship plans and avenues for new prospect development.

*Tactical Objective:* Continually evaluate event registration fees to supports strategic objectives.

Goal: Maintain fiscal discipline in setting budgets to ensure overall financial health.

*Tactical Objective*: Optimize strategic uses of excess fund balances.

*Tactical Objective*: Ensure annual budgets are neutral or show some advances outside of strategic spend down plans.

**2022 Outcomes:**

- **Budget met and remained solid. Concern that inflation will impact profitability of annual meeting.**
- **Sponsors strong despite economy.**

**2023 Outcomes (to date):**

- **Established Sponsor Committee to improve offerings, increase levels of sponsorship, target new prospects, and increase exposure for sponsors.**

Last reviewed & updated Feb 24<sup>th</sup>, 2023