

ACHE's 2026–2028 Strategic Plan

There is no doubt that hospitals and health systems are becoming increasingly complex. Much of what we know from our past successes will change at a pace not yet witnessed. To be successful, leaders will need new paradigms and approaches while evolving beyond traditional boundaries to advance health. Shaping this future will require leaders to commit with both heart and mind to navigating change by building knowledge, skills and connections. At the core of this evolution, ACHE remains vigilant in advancing leaders across all career stages, disciplines and settings, while connecting leaders to drive innovation to advance health.

ACHE's Strategic Plan guides the organization in our work to support leaders in driving positive change and impact. The plan amplifies our intent to inspire a future where healthcare leadership excellence fuels innovation and outcomes, fulfilling our shared commitment to safe, equitable and effective care for all. The plan emphasizes how ACHE supports leaders by providing education and resources that address the changing healthcare environment. As a leadership community, ACHE welcomes people and perspectives from inside and outside the walls of hospitals to enrich a shared understanding of the full landscape of healthcare and find solutions that work. When leaders come together with the passion, collaboration and tools they need to be successful, we create a powerful ripple effect centered on helping those we serve realize their full potential for health.

Strategic Plan Development Process

In 2024, the Board of Governors engaged in a process to create a new strategic plan that ensures ACHE remains relevant to leaders. During this “deep dive” year, the Board worked with The Chartis Group, LLC to study the healthcare landscape and trends on the horizon. Four key insights were identified.

ACHE March Board and Regent Discussions

During the March 22nd and 23rd Board and Regent Discussions, we discussed four insights that are fundamentally changing the healthcare ecosystem moving forward.



1

IDNs are becoming – and will be – **different enterprises than the cross-continuum providers they have sought to become.**

2

The **speed and velocity of change is at a rate much greater** than the industry has historically experienced.

3

The next generation of **healthcare executives will cross non-traditional boundaries.**










4

The next generation of **healthcare executives will seek / have different professional development paths.**

While ACHE's **WHY** remains constant (*To be the preeminent professional society for leaders dedicated to advancing health*), these trends have material implications on **WHO** are the future healthcare leaders, **WHAT** they will find valuable from ACHE, and **HOW** they will want to engage.

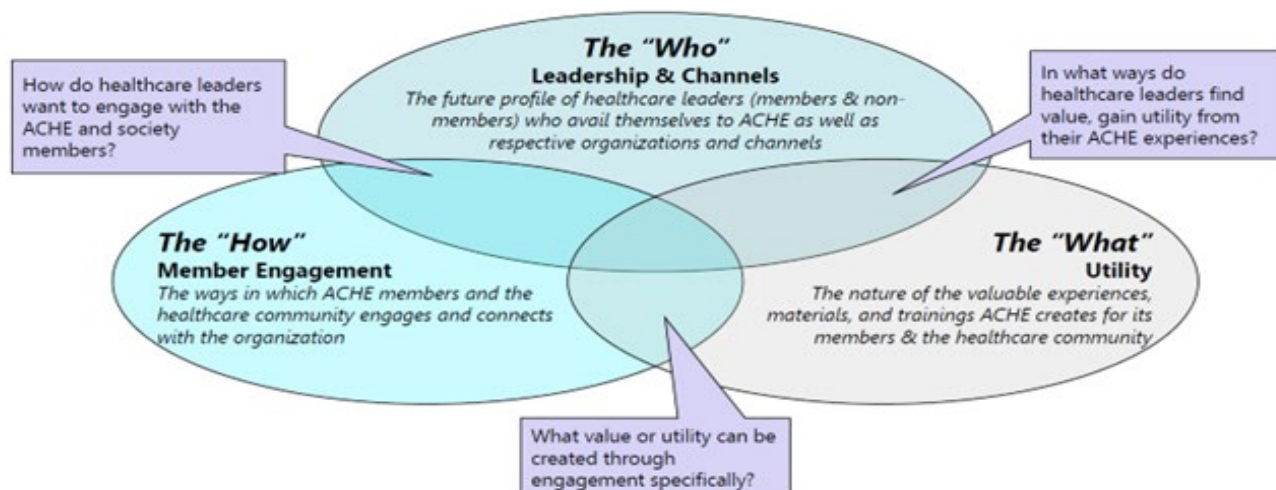
In addition, the Board sought diverse input from members, chapter leaders, Regents, and other thought leaders across the country and continuum of care. When considering the feedback, the Board aimed to articulate the most important ambitions and priorities to guide the organization over the next three years.

In preparation for this year's strategic planning cycle, the Board also reflected on the progress ACHE has achieved over the last three years. What was most evident is that ACHE is stronger than ever, as noted below.

WHO WE ARE	 Membership at Historic High 51,000	 229,000 Social Media Followers	 850 LinkedIn New Member Conversion
WHAT WE DO	 7,200 2025 Congress Attendees	 740 Expert Faculty and Presenters	 High Member Satisfaction 4.27 in 2024
HOW WE DO IT	 Chapter Engagement 2024 Attendee Hours over 310,000	 Reached \$1M Goal for the Fund for Healthcare Leadership	 Financial Stewardship and Discipline

June 2025

Building on this progress, a “deep dive” discussion was held at the June 24, 2024 Board meeting to address and prioritize emerging and core segments, future value propositions and engagement methods relevant to the future. These discussions focused on the following arenas:



The Board concluded there is much opportunity for ACHE to grow. To be successful, ACHE will need to be more discerning about how to engage and provide value to the next and evolving generation of leaders. The following strategic plan describes the Board's ambitions for ACHE over the next three years.

The Strategic Plan

ACHE's vision, mission and values are the basis for the strategic plan, organizational direction and decision-making. ACHE's fundamental purpose (mission) and the essential core values of the profession form the foundation for our strategy, while our desired long-term future (vision) is the guiding principle for the organization's strategic direction. The following vision, mission and values of the organization were reaffirmed by the Board in 2025:

Our Vision: To be the preeminent professional society for leaders dedicated to advancing health.

Our Mission: To advance our members and healthcare leadership excellence.

Our Values: As leaders we commit to our core values:

- **Integrity:** We advocate and demonstrate 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.
- **Community:** We foster engagement and learning where the richness of each of us and all of us is celebrated and respected creating a community of belonging.

ACHE's Strategic Plan leverages our role in strengthening a leadership workforce capable of addressing the complexities of an ever-changing environment. The plan builds on our commitments to integrity, lifelong learning, leadership, diversity and inclusion, and amplifies our aspirations in service to our members, leaders, profession and field. It builds on our shared pledge to healthcare leadership excellence, acknowledges that great leaders do not work alone, and emphasizes the importance of our relationships with employers and other partners. Translating these aspirations to actions, ACHE will leverage its roles as catalyst, connector and trusted partner further outlined below.

The plan is supported through a series of actions and investments, managed proactively to ensure our ambitions are realized. Close attention is paid to the pace of change, our relationship with our chapters, and how new partnerships can help extend our reach and impact.

ACHE's Strategic Plan articulates the Board's ambitions for ACHE and serves as a roadmap to direct our focus during 2026–2028. The Board further affirmed the roles we play in fulfilling our vision and mission. The plan is outlined below.

In our role as *Catalyst*, ACHE commits to achieve our highest calling to advance and innovate health for all.

In doing so, ACHE will:

- Be a thought leader and champion to advance innovations and build momentum toward safe, equitable care. As priorities, we will:
 - Create essential resources for leaders to foster equitable care and environments.
 - Provide the tools and practices needed to drive toward zero preventable harm.
- Activate new opportunities to showcase and offer innovative approaches and solutions (including the use of new technologies, such as AI) that help leaders make a meaningful difference in their organizations and their communities.

In our role as *Connector*, ACHE commits to grow and strengthen our professional community of leaders—ensuring every leader finds value nationally and locally.

In doing so ACHE will:

- Build sustainable communities, cultivating value among leaders across career stages, roles and settings.
- Support chapters so they can remain the vibrant, local nucleus of ACHE’s community providing high-quality leader experiences.

In our role as *Trusted Partner*, ACHE commits to expand our reach and impact by helping leaders reach their highest potential.

In doing so, ACHE will:

- Grow the membership community while identifying the profile of future leaders.
- Ensure that board certification (FACHE®) is the gold standard of healthcare leadership.
- Determine what products or other offerings ACHE can deploy to support future leaders.
- Identify the leadership needs of employers, creating new products, offerings and partnerships to support employers in developing their teams.
- Implement best-in-class digital solutions that proactively meet the challenges of a rapidly changing environment while creating unparalleled and personalized experiences for leaders.
 - Optimize our Salesforce CRM to deepen our connection and communication to a wide array of members and customers.
 - Deliver an outstanding user experience, including **ache.org**, ensuring ease of access to our thought leadership, resources and offerings.
 - Embrace digital innovation, including ethical use of AI-enabled solutions, for the benefit of members and customers.

The plan is meant to be dynamic, ensuring its ongoing relevance in service to our members, the broader leadership community and the field. The Board will monitor and adjust the plan as we learn how to best fulfill our vision and mission.

We hope every leader draws as much excitement, inspiration and optimism as we found in creating the plan for the organization, our profession and our field. We invite members and other leaders to provide feedback on the plan by emailing strategicplan@ache.org.

We are enormously grateful for the guidance and support provided by The Chartis Group, LLC, Ken Graboys, founder/CEO, and his associate, Michael Saltzman, senior partner. Without their insights this plan would not have come to life.

About ACHE's Strategic Planning Process

ACHE uses a systematic strategic planning process that includes a four-step methodology:



The current strategic plan went into effect January 1, 2025 with updates occurring annually. The next deep dive planning year will be 2027.

Year 1 (2025)	Year 2 (2026)	Year 3 (2027)
Launch new 2025-2027 Strategic Plan. <i>Confirm direction.</i>	Execute, monitor and adjust Strategic Plan. <i>Confirm direction.</i>	Execute, monitor and adjust Strategic Plan. <i>"Deep Dive"</i> <i>Gather and analyze information.</i> <i>Develop 2028-2030 Strategic Plan.</i>

At each phase of the three-year plan, the Board will provide input and oversight on the budget, work plans and performance metrics that translate into actions. In addition to monitoring progress on a quarterly basis, adjustments and improvements are made during the Board's annual review and discussion of the plan. The goal is to optimize opportunities to ensure the ongoing relevancy of ACHE and the plan that guides it.