



ASHHRA

American Society for Health Care
Human Resources Administration

Strategic Plan

Approved by the ASHHRA Board: Nov. 1, 2019

(Updated January 2023)

Timeless Core Ideology

CORE PURPOSE

To advance healthcare through HR excellence.

MISSION STATEMENT

The mission of the American Society for Healthcare Human Resources Administration (ASHHRA) is to advance healthcare through the support and development of a knowledgeable and connected network of human resources professionals by providing innovative resources, tools and strategies.

CORE VALUES

Integrity

Evidenced in earned trust and pride with a reputation for accountability.

Leadership

Evidenced in visionary thinking, innovative programs and services, and a passion for excellence.

Collaboration

Evidenced in mutual respect and multiple insights exchanged in an inclusive professional environment.

Goals, Objectives & Strategies

Priority Key:

Critical: Work on this strategy must be completed in the coming year

Immediate: Work on this strategy must occur in the coming year

Intermediate: Work on this strategy should occur in the coming year if possible

Later: Work on this strategy can wait until subsequent year if necessary

GOAL A: MEMBERS

Members will be empowered to make strategic decisions within their organizations.

Objectives

- Assist members regarding communication of the value of strategic HR initiatives to key stakeholders in the C-Suite.
- Increase the number of members using the educational framework for strategic thinking.
- Increase availability of mentorship program to new-to-profession, mid-level and executive level.

Strategies

- Reassess past, current and anticipated programs considering present and future needs.
- Redesign mentorship program.
- Implement marketing program for HR Strategic/mentor program.

Priority

Critical
Immediate
Later

Operations (2023-2024)

- Expand and Improve Joint Membership Opportunities and Partnerships
 - SHRM, ACHE, State Hospital Associations, Leading Age, MGMA, AAMC, VA, CHRO Groups, NACHR, Ambulatory Groups, Leading Age
- Evaluate ASHHRA Chapter Model
 - Provide membership with geographical connections within ASHRHA Exchange
- Leverage Membership Committee interest in mentorship and “Welcome” documents for new members
- Increase Student Membership and Evaluate memberships desire for mentoring opportunities
- Membership Needs Assessment

GOAL B: THE PROFESSION

HR professionals will be effective strategic partners.

Objectives

- Improve clarity of HR strategic role.

- Increase leadership development opportunities.

Strategies

- Develop definition of roles of strategic HR.
- Revise competency model for healthcare HR leaders.
- Improve professional development opportunities for business acumen through partnerships.
- Refine CHHR program.
- Create and implement HR awareness campaign for C-Suite.

Priority

Critical
Immediate
Immediate

Intermediate
Later

Operations (2023-2024)

- Expand Awareness of ASHHRA through increased participation in healthcare and HR Conferences and educational opportunities.
- Expand the “ASHHRA Labor Activity Report” Concept to include:
 - 4-6 Reports annually (Labor, Finance, DEI, HR Metrics, Workforce, Rewards, TBD)
 - Market/Leverage to Business Partners for content
 - Follow-up on each report with a Sponsored Webinar and Podcast with the BP
- Leverage CHHR within the industry through awareness, partnership, and convenience
 - Complete the Task Analysis Process
 - Update CHHR for 2023
 - Work with interested partners to determine CHHR of the future

GOAL C: HEALTHCARE ORGANIZATIONS

Healthcare organizations will redesign workforces and increase employee engagement successfully.

Objectives

- Decrease burnout and its consequences in the organization.
- Increase safety in our environments.
- Increase the level of strategic thinking in our organizations.
- Increase the ability of HR to navigate changes in the regulatory environment.

Strategies

- Help members and other HR professionals effectively utilize workforce framework and understanding.
- Improve employee engagement.
- Study the regulatory environment to better prepare and respond.
- Establish strategies to advance HR business acumen.

Priority

Critical

Immediate
Immediate
Immediate

Operations

- Recruit organizational membership through a new transparent pricing strategy
- Provide Critical Access and Rural Health organizations with ASHHRA resources through offering a \$250 organizational membership for locations with <26 beds

- Increase partnership opportunities for Consultants, Law Firms, and other Healthcare Associations to establish ASHHRA as trusted partner for the industry
- Leverage ASHHRA's expertise alongside other Associations to create meaningful change in healthcare initiatives
 - WPV
 - License portability
 - Veterans workforce

GOAL D: ASHHRA AS AN ORGANIZATION

ASHHRA will be recognized for providing value to members from all types of healthcare organizations.

Objectives

- Increase awareness of ASHHRA among key audiences.
- Increase recognized value of ASHHRA services for all HR professionals in all disciplines.
- Increase awareness of ASHHRA's new brand among key audiences.

Strategies

- Implement Member Relations committee.
- Continue ASHHRA marketing campaign.
- Increase partnerships with other HR organizations

Priority

Critical
Immediate
Intermediate

Operations

- Leverage the Bo and Luke Podcast through its audience, our membership, and business partners
 - Leverage podcast guests to grow membership and organizational partners
- Ensure that attendees of the Executive Summit become engaged members
 - Leverage attendees to grow membership and organizational partners
 - Use the relationships created to generate an alumni event at conference
 - Offer spots on the Executive Panel Discussion to Summit attendees
- Foster new or increased relationship(s) with organizations that can expand ASHHRA's reach
 - AZE and State Hospital Associations, SHRM, ACH, IHF, IAHS