

# **Strategic Plan**

# National Association for Health Care Recruitment (NAHCR)

Developed October 2012 Reviewed by the Board of Directors December 4, 2012 Approved by the Board of Directors MONTH DAY YEAR

	National Association for Health Care Recruitment (NAHCR) Strategic Plan
	Developed October 2012 Mission Statement
NAHCF	R provides health care recruitment professionals education, networking and resources to become strategic business partners within a dynamic health care environment.
	Vision Statement
	NAHCR will be the preeminent association for health care recruitment professionals.
	Values
	Advocacy, Credibility, Integrity, Stewardship and Responsiveness
	NAHCR Strategic Foci
	Membership Programs & Services Financial Viability / Structure
Goal #	NAHCR Goals
А	Identify and ensure growth markets are targeted to increase NAHCR membership.
В	Position NAHCR as the dominant source to provide and enhance healthcare recruitment analytics through value- added programs and services, addressing education, networking and performance metrics.
с	Strengthen NAHCR's financial viability and organizational effectiveness.
	= Priorities

## Goal A: Identify and ensure growth markets are targeted to increase NAHCR membership.

#### Objective A-1: Increase net membership by 10% by 12/31/2013.

Priority ID #	Objective #	Action Steps	Resources Needed	Current Status	Responsible Person	Expected Completion Date	Notes
1	A.1.1.	Develop a program to increase Institutional Members.			Membership Committee	2013	The BOD cancelled its Feb. 2013 Conference Call Meeting. It is redirecting the volunteer and staff time toward a joint BOD/ Membership Committee call to review, further refine all GOAL ! Action Steps: Objectives A-1, A-2 and A-3.
2	A.1.1.1.	Do we have all vendor types and services that support the health care recruitment industry?			Membership Committee and Staff		
3	A.1.2.	Develop a program to increase Active members.			Membership Committee and Staff	2013	
4	A.1.2.1.	Conduct focus groups with Institutional Members to discuss recruitment strategies targeted to potential NAHCR members.					
5	A.1.3.	Advertise with appropriate health care organizations (i.e., ASHHRA) and advertisers / forums (i.e., Gannett, LinkedIn).			Communications Committee	2013	
#3	A.1.4.	Survey non-renewed members whose institutions no longer pay their dues to determine what programs/services are key to them self-renewing.	Time for volunteers to make personal phone calls, using a standard script of open-ended questions.		Membership Committee		Possible follow up with electronic survey if not successful with phone outreach.
7	A.1.5.	Identify and attempt to recruit potential members who have been in the profession less than 11 years .			Membership Committee		Based on 2012 member survey data, members have been in profession 5- 10 years longer than they've been NAHCR members.
8	A.1.6.	Consider a policy that allows current members to transfer their membership to their replacement when leaving their position.			Board of Directors	January 2013 BOD Call	
9	A.1.7.	Analyze 2012 IMAGE attendee demographic data by satisfaction area and future topics recommended (determining what level of HC recruiter IMAGE content is targeting).			Staff		
10	A.1.8	is targeting). Secure ASHHRA and SHRM mailing lists.			Staff		

### Goal A: Identify and ensure growth markets are targeted to increase NAHCR membership.

<b>11</b> A.1.5	.9. Brainstorm other organizations to target for member recruitment.	Board of Directors. Membership Committee. Each group to do as a separate exercise and compare results.
<b>12</b> A.1.1	.10. Consider going to medical device and pharmaceutical companies and associations to recruit membership as well.	Membership Committee and Board Members who have contact with these organizations.
<b>13</b> A.1.1	Contact American Hospital Assn. (AHA) to request the HR Directors who are members of the state chapters and determine which job titles to target.	Membership Committee and Board members who can secure the list at no charge

### Objective A-2: Identify the potential target health care recruitment member marketplace, including chapters.

Priority	ID #	Objective #	Action Steps	Resources Needed	Current Status	Responsible Person	Expected Completion Date	Notes
	14	A.2.1.	Identify ways to reach out to individual			Membership Committee		
			recruiters in these areas: Physician					
			recruitment, outpatient clinics and					
			wellness medicine facilities.					
	15	A.2.2.	Identify ways to reach out to recruiters in			Membership Committee		
			long term care (rehab short stay), home					
			health care and assisted living recruitment.					
	16	A.2.3.	Identify other healthcare areas. Determine			Membership Committee		
			the areas that have the most growth					
			potential.					

Objective A-3: Develop a comprehensive marketing / communication plan to execute a program to increase awareness of NAHCR in the marketplace.

Priority	ID #	Objective #	Action Steps	Resources Needed	Current Status	Responsible Person	Expected Completion Date	Notes
	17		Build tools such as Board press release on elections results, etcshowcasing organization's leadership strengths			Communications Committee		

## Goal A: Identify and ensure growth markets are targeted to increase NAHCR membership.

Milestones:

How will we know we've been successful?

1

2

Goal B:

Position NAHCR as the dominant source to provide and enhance healthcare recruitment analytics through value-added programs and services, addressing education, networking and performance metrics.

Objective B-1: To gather voice of customer (VOC) input of topics through surveys and evaluations to maximize customer education needs, yielding an increased webinar/IMAGE attendance by 3% annually. Further, explore delivery methods and content ideal to distribute using selected development mechanisms; on-demand, etc.

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Priority			Action Steps	Resources Needed	Current Status	Responsible Person	Expected Completion Date	Notes
	18	B.1.1.	Determine the core competencies /			Task Force - TBD		Identify education
			core practice elements to include in					content for
			various NAHCR educational offerings.					specialty areas if
								needed after
								accomplishing
								B.1.1.
	19	B.1.2.	Provide analysis from Action Step			Board of Directors		B.1.1 was written to
			A.1.7. Discuss if education program					address the disparity
			offerings are targeted at the correct					between the 1-5 yr member having worked
			level (entry level, advanced, etc.)					for 11-15 yrs on avg.
			lever (entry lever, advanced, etc.)					The IMAGE attendees
								seem to focus more on
								core elements; needing
								to prepare education for
								the target member
								NAHCR is trying to go after; BOD agreed that
								education content
								should be stratified by
								experience level - focus
								on core competencies
								of being a recruiter.
	20	B.1.3.	Evaluate the potential opportunity			Board of Directors		Avoid siloed committee
		512101	for the Education Committee and			and Staff		functions. DGP to
								provide recommended
			IMAGE Program Committee to					Educ Cmte /annual
			collaborate and/or combine, allowing					conference subcmte
			them to develop comprehensive					structures which have been successful with
			educational offerings that meet					other associations and/
			member needs.					or clients.
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Goal B:

# Position NAHCR as the dominant source to provide and enhance healthcare recruitment analytics through value-added programs and services, addressing education, networking and performance metrics.

### Objective B-2: To increase awareness and relevance of certification, increase by 3% newly certifying or newly certified, 80% recertifying professional recruiters annually.

Priority	ID #	Objective #	Action Steps	Resources Needed	Current Status	Responsible Person	Expected Completion Date	Notes
#1-A	21	B.2.1.	Review/update the certification review course content at IMAGE to ensure it matches the CHCR examination content.			BOD members who performed passing point study.	End of 1st Qtr. 2013	
	22	B.2.2.	Depending upon outcome from B.2.1, market the updated content with 2013 IMAGE marketing or change marketing content to reset attendees' expectations.			Staff		
	23	B.2.3.	Develop a marketing plan and target messages to increase the number of CHCR candidates. Develop a plan to increase awareness and importance of certification to those due to recertify as well as employers.			Communications Subcommittee or Task Force		

Objective B-3: To define and provide readily accessible benchmark data relating best practices and establishing industry standards through request for services. Consider developing this data with an industry partner and focus on health care recruitment metrics.

Priority	ID #	Objective #	Action Steps	Resources Needed	Current Status	Responsible Person	Expected Completion Date	Notes
#2	24	B.3.1.	Survey current and non-renewing members to determine what benchmark data is essential to them remaining members.				START: 2nd Qtr. 2013 END: 3rd Qtr. 2013	Ask what compelling program / service wou motivate them to pay their own membership dues.
	25	B.3.2.	Survey members' employers to determine what the what the organizational needs will need to be met in the future, what they are looking for from NAHCR.				START: 4th Qtr. 2013 END:	

Goal B:

# Position NAHCR as the dominant source to provide and enhance healthcare recruitment analytics through value-added programs and services, addressing education, networking and performance metrics.

Milestones:

How will we know we've been successful?

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## Goal C: Strengthen NAHCR's financial viability and organizational effectiveness.

#### **Objective 1:** <u>Increase revenues.</u>

Priority	ID #	Objective #	Action Item	Resources Needed	Current Status	Responsible Person	Expected Completion Date	Notes
	26	C.1.1.	Evaluate membership dues rates.		see C.1.1.1.	Board of Directors and Staff	Spring 2013 BOD meeting.	
	27	C.1.1.1.	Conduct cost per member analysis.	Staff time.	In process	DF (ACCT) and SON (MS)	Spring 2013 BOD meeting.	Provide data from ASAE Operating Ratio Report (ORR) and other AMP/MS clients.
	28	C.1.2.	Increase advertising revenues.	n/a	Revamped website ad structure. It's working well.	Staff	Ongoing	Evaluate annually to measure effectiveness of current program.
	29	C.1.3.	Promote business partner program.	Staff time.			Begin more aggressive campaign 1st Qtr. 2013	
	30	C.1.4.	Identify other revenue sources.			Staff, Board and committees.		

Objective 2: Evaluate governance components to increase organizational effectiveness and contain costs.

Priority	ID #	Objective #	Action Item	Resources Needed	Current Status	Responsible Person	Expected Completion Date	Notes
#1-B	32		Evaluate the number of committees and the committee structure to retain those that are critical to meeting member needs and work in collaborative / complementary ways, using <i>Race For Relevance (RFR)</i> concepts.			Board of Directors to reduce staff support to all committees except Education (IMAGE), Communication and Membership Committees.	2013.	Board will focus on adding new value for its members to further NAHCR goals. If an agenda or discussion item doesn't have anything to do with the mission and vision, the Board should not address it. The committees must do the work and bring their recommendations to the Board. The BOD will prioritize the goals; the staff support will be directed to achieve the goals. New projects should be
	33		meetings, using concepts introduced in RFR.	Staff presents two alternative recommendations.		Staff		assigned to a taskforce. We need to narrow down the committees and then replace projects with taskforce members, so that they complete the project and then they are done. Recommend 2-3 standing committees

Goal C: Strengthen NAHCR's financial viability and organizational effectiveness.

34	C.2.2.1.	Identify the skills needed for future Board positions based on <i>RFR</i> concepts and incorporate these into the "Call for Nominations". Identify those members that meet those needs and nominate them.			Board of Directors.		and the rest are taskforces; everything else is taskforce/project related. If the BOD isn't focused on the strategic plan during its monthly calls, consider cancelling them and re-deploy the staff in other areas.
35	C.2.3.	Decrease IMAGE costs.		Underway for 2014	Co-Chairs, MP and ED		Evaluating 2013 speaker expenses; Call for Presentations did not reference a fee. Provide benchmark data on annual meeting profitability from ASAE ORR.
36	C.2.4.	Eliminate printing of <i>Directions</i>	Staff time to implement after BOD decides	Laid the groundwork that we are reducing number of 2013 issues published.	Board of Directors	2nd Quarter of 2014 (calendar year)	Decide this issue on January 2013 BOD call when the Board is approving the budget. Consider publishing an annual report or yearbook type "issue".
37	C.2.5.	Board will conduct an annual evaluation of its effectiveness.			Board of Directors	Prior to Spring 2013 BOD meeting.	Email additional evaluation tools to President/President-Elect to review in addition to the tool the Board used in Spring 2012.

### Objective 3: Increase cash reserves to equal amounts equal to ASAE's recommended percentages.

Priority	ID #	Objective #	Action Item	Resources Needed	Current Status	Responsible Person	Expected Completion Date	Notes
	38	C.3.1.	Increase cash reserves by%.			Board of Directors and Treasurer	July of 2016	

## Goal C: Strengthen NAHCR's financial viability and organizational effectiveness.

Priority	ID #	Objective #	Action Item	Resources Needed	Current Status	Responsible Person	Expected Completion Date	Notes
	39	C.4.1.	Explore the national being in charge of all chapters.			Board of Directors	1st Quarter 2013 BOD conference call	Evaluate the three management models and cost of each. Have this discussion with the Chapter Presidents.
	40	C.4.2.	Educate chapter presidents about the Affiliation Agreement and compliance, IRS tax code and association best practice and follow up with those that are out of compliance.			Staff (SON and DF)		Post resource documents for templates: Bylaws, Articles of Incorporation and other organizational document templates. Present the same info on association 101 again in 2013 and maybe even increase the amount of information given.
	41	C.4.3.	Explore the potential of redesigning and / or hosting NAHCR chapter websites based on conference call w/Chapter Presidents and BOD support.		Executive Office evaluating. Will present options to BOD.	Staff	1st Quarter 2013	
	42	C.4.4.	Provide association management training to Chapter Presidents regarding best practice.			Staff (SON and DF) to present webinar. Consider content capture of PPT and audio. If doable, post presentation to website for "on demand" viewing.		

Objective 4: Reorganize the national-chapter relationship to strengthen bond between the two and benefit both.

Milestones:

How will we know we've been successful?

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