



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

**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	6	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	Secure ASHHRA and SHRM mailing lists.			Staff		

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	11	A.1.9.	Brainstorm other organizations to target for member recruitment.			Board of Directors. Membership Committee. Each group to do as a separate exercise and compare results.		
	12	A.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.		
	13	A.1.11.	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 recruiters in these areas: Physician recruitment, outpatient clinics and wellness medicine facilities.			Membership Committee		
	15	A.2.2.	Identify ways to reach out to recruiters in long term care (rehab short stay), home health care and assisted living recruitment.			Membership Committee		
	16	A.2.3.	Identify other healthcare areas. Determine the areas that have the most growth potential.			Membership Committee		

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	A.3.1.	Build tools such as Board press release on elections results, etc. .showcasing 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.

Priority	ID #	Objective #	Action Steps	Resources Needed	Current Status	Responsible Person	Expected Completion Date	Notes
	18	B.1.1.	Determine the core competencies / core practice elements to include in various NAHCR educational offerings.			Task Force - TBD		Identify education content for specialty areas if needed after accomplishing B.1.1.
	19	B.1.2.	Provide analysis from Action Step A.1.7. Discuss if education program offerings are targeted at the correct level (entry level, advanced, etc.)			Board of Directors		B.1.1 was written to address the disparity between the 1-5 yr member having worked for 11-15 yrs on avg. 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 for the Education Committee and IMAGE Program Committee to collaborate and/or combine, allowing them to develop comprehensive educational offerings that meet member needs.			Board of Directors and Staff		Avoid siloed committee functions. DGP to provide recommended Educ Cmte /annual conference subcmte structures which have been successful with other associations and/or clients.

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?

- 1
- 2
- 3
- 4

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

Objective 1: Increase revenues.

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 <i>Operating Ratio Report (ORR)</i> 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.		Staff	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	C.2.1.	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.	January 2013 BOD call. Implement in February 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 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
	33	C.2.2.	Evaluate Board composition and number of meetings, using concepts introduced in <i>RFR</i> . Evaluate adding of 1 or 2 non-voting institutional members to the Board.	Staff presents two alternative recommendations.		Staff	Summer/Fall 2013	

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

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.		

Milestones:

How will we know we've been successful?

- 1
- 2
- 3