PLAYBOOK

American Hospital Association
Field Engagement
Member Experience

Broaden field engagement

➢ Engage with other health care stakeholders

➢ Develop new methods of engagement, communication, data collection, community building and mobilization

➢ Maximize involvement beyond the C-suite to include AHA's professional membership groups to further advance priorities

➢ Advance next-generation convening, sharing and learning from peers and experts from outside the health care field

AHA Board Member Engagement Task Force

Imperatives

1. **Be Flexible**
2. **Be Accessible**
3. **Be Valuable and**
4. **Be Visible**

# Kotter's 8 Steps Toward Organizational Change

1. Establish a sense of urgency
2. Form a powerful coalition
3. Create a Vision
4. Communicating the Vision
5. Empowering others to act on the vision
6. Planning for and creating short term wins
7. Consolidating improvements and producing still more change
8. Institutionalizing new approaches

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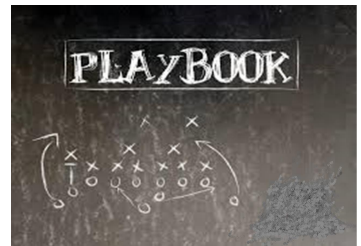
1. Establish a sense of urgency
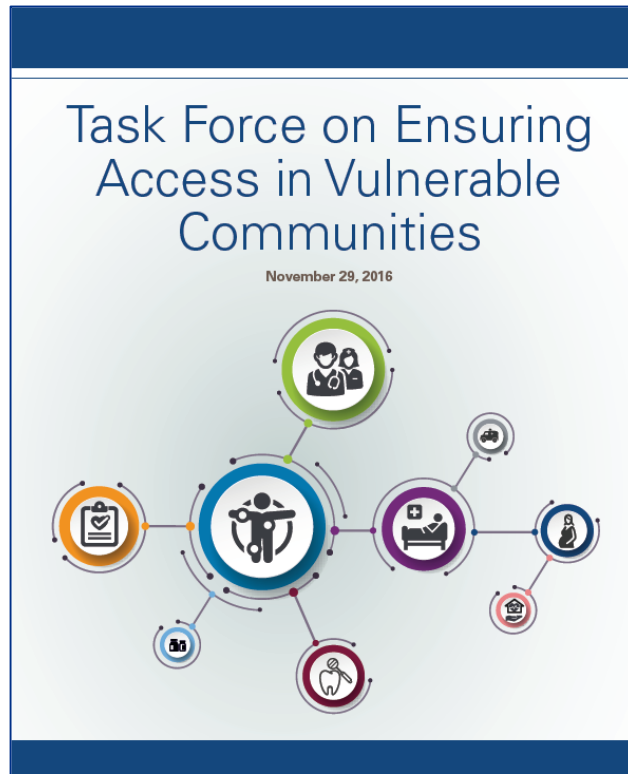
2. Form a powerful coalition: AHA Board METF

## A1. Convene members by their interests and approaches

Replace the legacy model that categorizes members by provider type with an open model that connects members by geography, structure, strategy, topic, and other affinities as they choose.

A2. Reduce time demands

Launch virtual, on-demand opportunities (e.g., executive webinars, online communities) that reduce in-person requirements and "meeting fatigue." Find the right balance of virtual versus physical meetings. For physical meetings, find the right mix of AHA offices versus regional sites.

A3. Broaden agendas

While they remain valuable models for deep deliberation and diverse voices, [these] groups should address major issues beyond federal policy implications and advocacy initiatives.
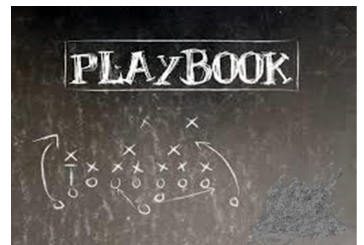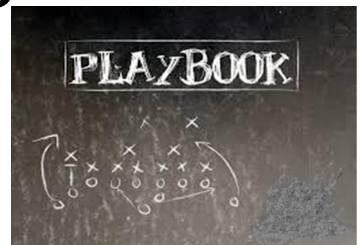
3. Create a vision

    a. Legacy
        i. Rural Health Services
        ii. Behavioral Health Services

    b. Emergent
        i. Telehealth Services
        ii. Cybersecurity

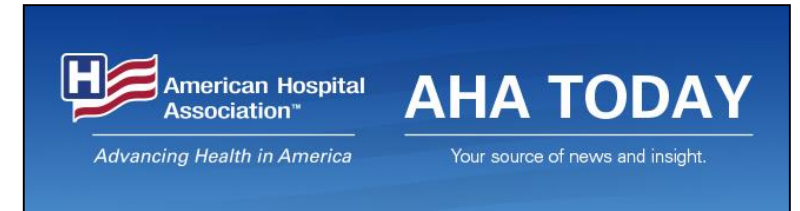   **c. Provisional**
        i. Safety Standards for Compounding Drugs
        ii. Price Transparency
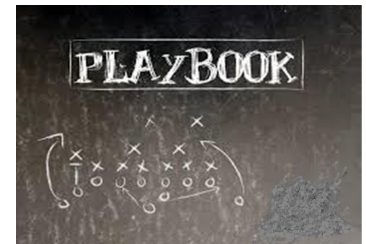
4. Communicate the vision

   a. Internal Stakeholders

      i. Generate internal awareness and enthusiasm

   ii. Include IFDHE, TVI, Center for Innovation, Physician Alliance, AONL, PMGs, Health Forum, Career Center, ACHI

   b. External Stakeholders

      i. Leadership council

      ii. Interpersonal relationships

      iii. Traditional affiliates and partners

      iv. Non-traditional affiliates and partners

      v. Identify new/overlooked member cohorts

      vi. Establish new leader development

      vii. Work with alumni

American Hospital Association — Advancing Health in America — AHA TODAY — Your source of news and insight.

American Hospital Association — Inside AHA — All Things AHA

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5. Empower others to act on the vision

    a.   Establish service line administrators

    b.   Remove obstacles to change

    c.   Design a marketing strategy specific to the service line brand

    d.   Build products to support the service line

    e.   Encourage risk taking and non-traditional ideas, activities and actions

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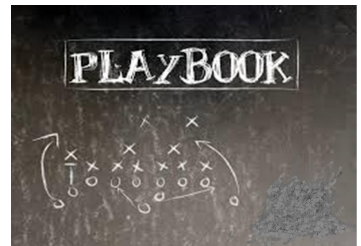
6.   Creating short term wins

Push: Utilizing existing AHA vehicles to share content such as AHA Today, AHAStat, TrendWatch, reports, compendiums, newsletters, PMG journals and publications, etc.

Pull: Dedicated web page, TVI, Advancing Health Podcast Series, Members in Action, AHA Events and Education, Advocacy Alliance, Trustee Trending Topics, Presentation Center
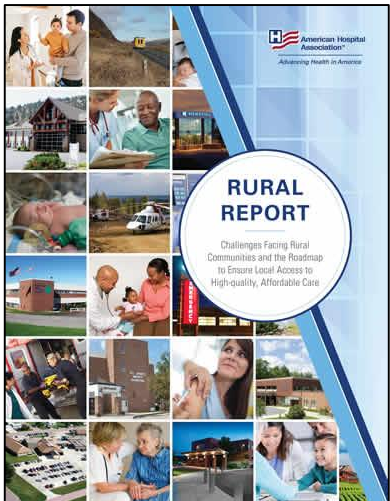
7. Consolidate improvements and adapt
  a.   Continuously assess members experience
 b.   Measure what you manage
  c.   Report the outcomes

Products
Webinar
Video
Blog
Podcast
Committee
Brief
Advisory
Alert
Tool Kit
Case Example
Fact Sheet
Study/Report/Article
Newsletter
Collateral
Award
Website

Activities
Posted
Hosted
Surveyed
Wrote
Exhibited
Presented
Convened
Reported
Bestowed
Revised
Deployed
Solicited
Shared
Published

Outcomes
Web Metrics
    page views
    avg time on page
    link clicks
Attendees
Email Open/% Click
Registered/Applied
Participation
Evaluation
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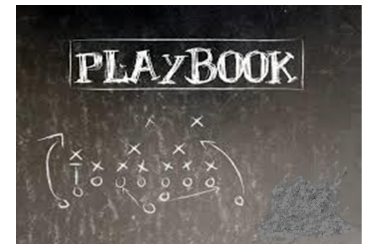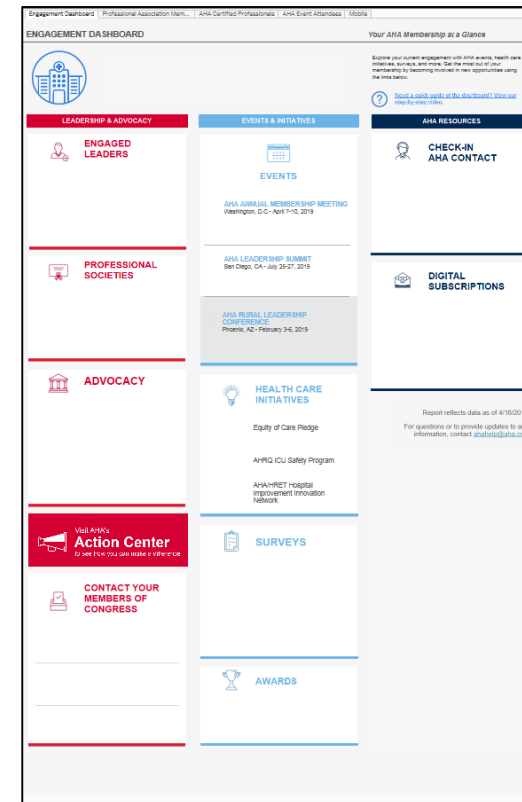
8. Institutionalize new approaches
a. Make the links between new tactics and member experiences
b. Develop leaders and plan succession of service lines and administrators
c. Close the loop from planning to implementation

Examples from personal experience

- A Swing-bed Planning Guide: New delivery and payment model with RWJF
- AHA Center for Health Care Leadership
  - Management & Ownership Options
    - Decision Maker's Guide
    - A Resource and Reference Guide
  - Hospital Profiles: Rural and Metro
  - Executive Briefings
- Tools for Change
  - A Leadership Guide for Community Health Development
  - Examples of Emerging Rural Community Care Networks
- Critical Access Hospitals
- Consolidating Annual Meeting Section Breakfasts and transition toward Leadership
- Ensuring Access for Vulnerable Communities - Compendium
- Transition from Section to Service Line

Thank you for your time and attention.

Questions?