



# **NAHC Draft Strategic Plan**

May 3, 2018

*Draft Plan Prepared for Public Comment*

## NAHC Draft Strategic Plan

### Mission Statement

*DRAFT - To ensure access to the highest quality health care at home*

### Vision Statement

*DRAFT - Be the leading voice for home care and hospice with policy makers, congress, federal agencies, the media, the public, and in the courts*

#### Improve Advocacy to Heighten the Image of Home Care and Hospice and Awareness of its Effectiveness

##### Metrics:

1. Establish 3 formal collaborative partnerships with other national advocacy organizations
2. Publish monthly white papers on the value of home care and hospice
3. Increase the number of social media likes and shares of NAHC publications (Establish a baseline in 2018 to identify an appropriate target)
4. NAHC leaders appear at least twice per month in national media (print, online, radio, and/or television)
5. Increase participation in the NAHC Legislative Action Center by 25%
6. Establish a network of community-level advocates (minimum 1 per Congressional District)

##### Strategies:

- Secure a “unified message” agreement with collaborating organizations to ensure message consistency and impact
- Launch an information campaign through NAHC website, social media, and possible earned media
- Assert NAHC as the voice for home care and hospice
- Mobilize members to amplify advocacy

#### Enhance Member Relations and Membership Value

##### Metrics:

1. Identify unmet member and non-member needs and define which needs NAHC can and should work to meet
2. Increase staff hours dedicated to consultative services (i.e., expert advice for members)
3. Increase conference attendance by 10%
4. Increase number of members using core NAHC programs by 20%
5. Increase number of promoters by 10% (Net Promoter Score)
6. Improve member satisfaction (Establish a baseline for member satisfaction in 2018 to set specific targets for 2019 and beyond)

##### Strategies:

- Develop a culture of member ownership by establishing a process to gather regular input and feedback from members
- Allocate an increased proportion of resources to NAHC’s advocacy and lobbying efforts in response to expressed member needs and value
- Strengthen NAHC’s educational services and events, with a specific focus on content related to advocacy, regulations, and policies and what they mean for members today and in the future

#### Strengthen and Grow NAHC

##### Metrics:

1. Confirm NAHC leadership team (roles & responsibilities)
2. Begin implementing a new governance structure by January 2019
3. Double number of current-to-desired culture values matches
4. Increase membership revenue by 5%
5. Grow sponsorship, affinity program, and advertising revenue by 20%
6. Achieve an operational surplus in FY 2019

##### Strategies:

- Establish and execute a targeted membership expansion strategy
- Improve employee culture and address capacity and capability issues by restructuring teams and clearly defining employee roles and responsibilities
- Upgrade or install new systems for managing NAHC’s business operations to create effectiveness and efficiencies – including financial management, information technology, membership data, and HR management



## Improve Advocacy to Heighten the Image of Home Care and Hospice and Awareness of its Effectiveness

### Metrics:

1. Establish 3 formal collaborative partnerships with other national advocacy organizations
2. Publish monthly white papers on the value of home care and hospice
3. Increase the number of social media likes and shares of NAHC publications (Establish a baseline in 2018 to identify an appropriate target)
4. NAHC leaders appear at least twice per month in national media (print, online, radio, and/or television)
5. Increase participation in the NAHC Legislative Action Center by 25%
6. Establish a network of community-level advocates (minimum 1 per Congressional District)

### Strategy 1

**Secure a “unified message” agreement with collaborating organizations** to ensure message consistency and impact

### Strategy 2

**Launch an information campaign** through NAHC website, social media, and possible earned media

### Strategy 3

**Assert NAHC as the voice for home care and hospice**

### Strategy 4

**Mobilize members to amplify advocacy**

## Supporting Activities

- Prioritize up to three policy issues or focus areas**
- Define key audiences and align communication methods**
- Address internal structure, staffing, and systems gaps**
- Upgrade NAHC website and enhance social media presence**



## Enhance Member Relations and Membership Value

**Metrics:**

1. Identify unmet member and non – member needs and define which needs NAHC can and should work to meet
2. Increase staff hours dedicated to consultative services (i.e., expert advice for members)
3. Increase conference attendance by 10%
4. Increase number of members using core NAHC programs by 20%
5. Increase number of promoters by 10% (Net Promoter Score)
6. Improve member satisfaction (Establish a baseline for member satisfaction in 2018 to set specific targets for 2019 and beyond)

### Strategy 1

**Develop a culture of member ownership by establishing a process to gather regular input and feedback from members**

### Strategy 2

**Allocate an increased proportion of resources to NAHC’s advocacy and lobbying efforts in response to expressed member needs and value**

### Strategy 3

**Strengthen NAHC’s educational services and events, with a specific focus on content related to advocacy, regulations, and policies and what they mean for members today and in the future**

## Supporting Activities

- Define and communicate the member value proposition
- Clarify intended audiences for educational services and events
- Leverage members as subject matter experts
- Create space in programming to cultivate a member community



## Strengthen and Grow NAHC

### Metrics:

1. Confirm NAHC leadership team (roles & responsibilities)
2. Begin implementing a new governance structure by January 2019
3. Double number of current-to-desired culture values matches
4. Increase membership revenue by 5%
5. Grow sponsorship, affinity program, and advertising revenue by 20%
6. Achieve an operational surplus in FY 2019

### Strategy 1

**Establish and execute a targeted membership expansion strategy**

### Strategy 2

**Improve employee culture and address capacity issues** by restructuring teams and clearly defining employee roles and responsibilities

### Strategy 3

**Upgrade or install new systems for managing NAHC's business operations to create effectiveness and efficiencies** – including financial management, information technology, membership data, and HR management

## Supporting Activities

- Address internal structure, staffing, and systems gaps
- Determine capabilities needed to execute plan
- Hire on talent needed to fill required skill gaps