

OUR SINCERE THANKS...

It is with a deep sense of appreciation that we acknowledge the members of the 2005 Association for Healthcare Philanthropy Board of Directors, who served as AHP's Strategic Planning Task Force along with the AHP associates who provided leadership for this project. We extend our appreciation for the time, effort and talent they have devoted to the AHP strategic planning process.

ABOUT AHP

The Association for Healthcare Philanthropy (AHP) is an international professional organization that is recognized as the source for education, networking, information and research opportunities in health care philanthropy. AHP is a not-for-profit organization with more than 3,900 members - more than 1,900 are from the largest health care facilities in the United States and Canada.

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STRATEGIC PLANNING PLATFORM 2010



ASSOCIATION FOR
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Connecting People • Enriching Lives





Mission

Advance health care through philanthropic innovation, education and advocacy.

Vision

Be the leading authority and resource in health care philanthropy.

Core Values

Integrity — Knowledge — Leadership — Professionalism

The Association for Healthcare Philanthropy (AHP) is an international organization of health care fundraising executives and health care institutions dedicated to the advancement of health care through philanthropy.

WE PLAN BECAUSE...

The Board and associates of the Association for Healthcare Philanthropy (AHP) take seriously our responsibility to chart the future course of this Association. With a rich and storied history on which to build, the relevance and value of AHP is not a given—it must be demonstrated continuously. Therefore, we engage in strategic planning as a way of lifting up priorities and challenging ourselves to add value to the health care philanthropy profession and to every member.

WE HAVE LEARNED FROM OUR LAST PLANNING PROCESS...

Past planning efforts have taught us many things. We have learned that the power of a shared direction can empower an organization. We have learned we do best when we aim high; and focus our energies on the most essential elements of our preferred future.

We have learned to embrace the idea of change in order to move in new directions. And, finally, we have learned to accept the importance of setting measurable goals for all to see.

SEVERAL ASSUMPTIONS SHAPED OUR THINKING AS WE BEGAN TO PLAN...

1. Health care in North America and worldwide is undergoing continual change and reinvention, bringing with it a host of opportunities, challenges and outside scrutiny.
2. Institutional demand for fundraising success is greater than ever in our history.
3. Competitive pressure is growing, requiring AHP to be bold, agile and responsive.
4. The value proposition of AHP must align with the needs of its members as well as its organizational needs to grow as an association.

OUR PLANNING LANGUAGE MAY SEEM A BIT DIFFERENT THAN BEFORE...

We have begun to convey our emerging strategic plan in language that requires more explanation than we have needed with our past planning cycles, yet we feel it is important to push ourselves to adapt beyond what may have offered comfort before. We see:

- Mission as a brief statement of organizational purpose;
- Vision as an inspirational and compelling statement that describes a desired future reality we're striving to achieve; and



- Values as the most fundamental principles and core beliefs that shape all AHP decision making.

On this basis, we have established:

- Strategic goals as bold, measurable, and compelling statements of the desired outcomes of this planning cycle;
- Suggested strategic objectives as broad statements of direction that describe the way we plan to secure our strategic goals; and
- Suggested implementation tactics as specific action steps—assigned to individuals or groups—that, taken together, fully implement the intended strategic objective. These tactics are contained in and are an essential part of AHP’s Annual Fiscal Year Program Budget. This document is constructed each year and addresses specific programs AHP will pursue in its efforts to reach the goals of AHP’s strategic plan.

STRATEGIC GOALS

1. As the primary provider, deliver education and evidence-based research in health care philanthropy theory and practice to continuously enrich best practices.

Suggested Strategic Objectives:

- Determine member satisfaction
- Define and create educational programming at all levels of experience (senior professionals to entry level and support professionals)

- Develop and launch on-line distance learning
- Launch benchmarking and best practices initiatives
- Enhance satisfaction and participation surveys
- Expand the AHP Resource Information Center
- Explore academic collaborations and pilot projects

2. Leverage the AHP brand to engage and involve hospital and health care executives in furthering the culture of philanthropy, as measured by 50% of member organizations’ CEOs having philanthropic goals.

Suggested Strategic Objectives:

- Leverage strategic partnerships
- Build an AHP awareness campaign
- Develop targeted programs and publications
- Present at American College of Healthcare Executives (ACHE), Healthcare Financial Management Association (HFMA), American Hospital Association (AHA), Imagine Canada and the Canadian Hospital Association (CHA) educational programs
- Consider regional Trustee Leadership Philanthropy Forums educating trustees and CEOs through resource networks, educational programs and on-line resources
- Make all non-member conference fee differentials equal to AHP membership fee

- Build and promote a meaningful legislative advocacy program

3. Enhance and diversify AHP products and programs, doubling revenue from \$3M to \$6M by 2010.

Suggested Strategic Objectives:

- Redefine sponsorship opportunities
- Restructure current education opportunities to maximize participation and financial return
- Optimize use of web-based solutions
- Generate fee-based services
- Translate core curriculum into primary basic languages to expand markets as appropriate where market potential exists
- Market core curriculum as a packaged personal library for AHP members
- Use integrated pricing structures across Association programs, regions and activities
- Develop wide range of new product lines

