

May 15, 2013 Board Strategy Session

ACEP Colorado Strategic Leadership Session Final Report



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Board of Directors Strategy Meeting

May 15, 2013

Denver, Colorado

Executive Summary

The Colorado ACEP Board of Directors did an outstanding job identifying the major Focus Areas for the association in order to realign the organization under current market, social and association factors. To achieve this, the Board came to consensus on the need for and willingness to pursue systemic and comprehensive change at both the operational and strategic levels.

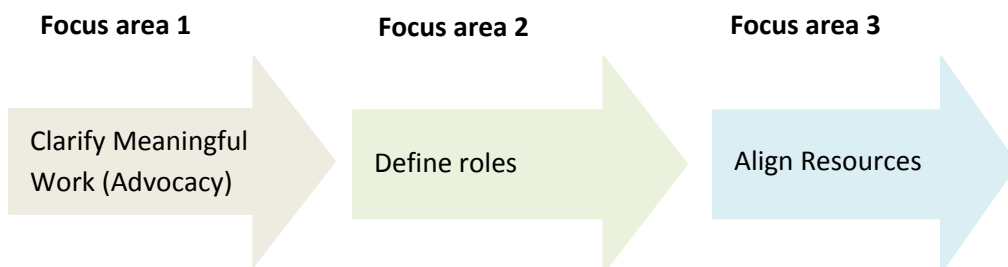
This document will outline the major agreements and areas of progress. The Roles and Responsibilities strategic model will indicate how the operational committees should be empowered to make the changes mentioned above.

Overcoming the cultural challenges to implementing the strategic board model is the board's key charge. The key cultural challenge that the board must overcome is the perception of time and resource poverty.

Importantly, the organization at the local level cannot afford to provide a broad focus (i.e., be all things to all people). Because it currently has limited volunteer and staff resources, the best path is to focus on doing a few things very well and to establish meaningful roles for volunteers to play within a narrow set of activities.

The board has been under-engaged in providing strategic leadership, and perhaps over-engaged in operations due to the small cadre of board members being the core of the volunteer base for the association. In order to expand its "bench strength," Colorado ACEP should focus on creating more opportunities for well-defined, meaningful volunteer work.

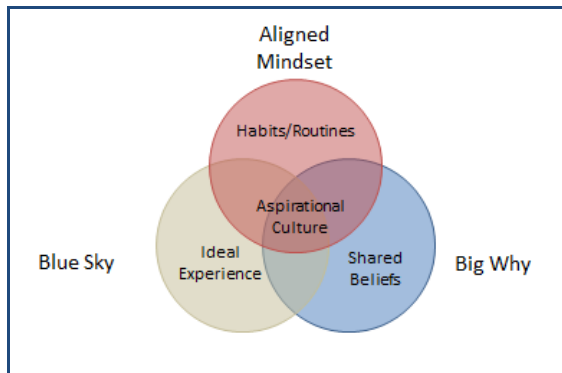
In order to change the culture, ACEP should pursue three areas of strategic focus. Those areas should be approached in the following order:



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Aspirational Culture

We work together as a supportive, innovative, approachable community of leaders in a changing healthcare environment, focused on what's important to the profession.

Colorado ACEP's "Big Why"

We believe that by preserving, protecting and improving the practice, we ensure public safety and help emergency physicians help patients.

"Blue Sky" - The Ideal Colorado ACEP Experience

Colorado ACEP represents and develops the leaders in emergency medicine. It exemplifies its leadership in the profession by being relevant, innovative and effective. Colorado ACEP members are the "white hats" of medicine that policy makers look to for solutions.

Aligned Mindset

Working within our aspirational culture to accomplish our cause, we will address these strategic focus areas:

1. Advocacy for patients and the practice of emergency medicine
2. Establishing a more engaged volunteer base
3. Aligning association resources around a focused set of objectives

Cultural Routine

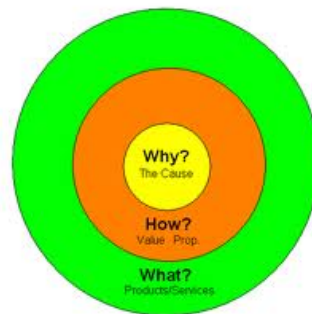
Group culture is largely evident in the routines and habits of what people in a group do and do not do. Below is a list of Solution Helpers and Solution Inhibitors that the board identified. These are the habits that must be reinforced when necessary and changed when necessary to effect significant cultural change. Not addressing these items association-wide over an extended period of time will significantly reduce the opportunity for success.

Solution Helpers	Solution Inhibitors
<ul style="list-style-type: none">◆ Conduct a needs assessment◆ Utilize technology, such as GoToMeeting◆ Balance face-to-face with virtual meetings◆ Outreach◆ Improve communications◆ Limit the scope of annual goals◆ More transparency – member call each month◆ Opening up opportunities for involvement◆ Develop systems◆ Dedicated Board of Directors◆ National Organization◆ Great history◆ Solutions oriented◆ Diverse◆ Passionate◆ Great Executive Director◆ Colorado ACEP leadership fellowship	<ul style="list-style-type: none">◆ Board meetings is where most of the time is spent◆ Silo-similar thinking◆ Time, distance, geography<ul style="list-style-type: none">○ focused on metro area○ concerns outside metro may be missed◆ Volunteering-not a priority◆ Job difficulty◆ Lack of volunteers◆ Mindset of small chapters<ul style="list-style-type: none">○ Thoughts of “No Resources”◆ Lack a process for volunteering, being a board member◆ Double-hatter syndrome◆ Need to improve focus◆ Organizational purpose◆ Communicate our purpose/story◆ The specialty is “All things to All People”◆ Personal culture◆ Have ADD◆ Status Quo – “How it is”

Colorado ACEP Golden Circle

The Golden Circle emphasizes that “People don’t buy what you do; they buy why you do it.” Organizations and individuals that are able to be truly innovative and influential explain why they do what they do before explaining how and what.

Golden Circle Concept



Colorado ACEP’s Big Why

We believe that by preserving, protecting and improving the practice, we ensure public safety and help emergency physicians help patients.

Adopting, Sharing and Pursuing the Big Why

The Colorado ACEP Board should be the central leader in sharing and pursuing Colorado ACEP’s true cause. The Board must make the following items the priority in order to re-direct the organization around their Big Why statement.

- 1) Culture barriers
 - a. Be sure to recognize the cultural barriers and openly discuss the solutions identified at the Board level.
- 2) Sharing the story
 - a. Utilizing the outcomes generated from the strategic planning session (the Big Why, Blue Sky and Aligned Mindset), reiterate the story to the Board and key volunteer leadership to remain focused on evolving the organization. Sharing the story will energize volunteers.
- 3) Advance strategic focus areas
 - a. The Board must integrate the strategic focus areas into all aspects of its governance and operations. Now that Colorado ACEP’s cause, story behind your newly focused purpose and the cultural characteristics have been identified, the Board can create a framework for moving forward. A heavy emphasis must be placed on overhauling the governance model in order to pursue the framework. The Board must adopt an ongoing strategic oriented agenda.

Strategic Focus Areas

Colorado ACEP STORY – Overall Changes: With more than 600 members Colorado ACEP is a large, growing chapter but is still holding on to a “small chapter” mindset. The chapter’s growth has been fueled largely by National ACEP’s growth, but it is time for the chapter to establish its local value proposition in order to increase member engagement in Colorado. We must affirm the Colorado ACEP experience and create our value proposition promise to the members. ***We believe that by preserving, protecting and improving the practice, we ensure public safety and help emergency physicians help patients.***

Within the context of the “Big Why” and “Aspirational Culture,” Colorado ACEP will focus its efforts in three areas:

Strategic Focus Area 1: Advocacy for emergency patients and the practice

STORY: We want the highest quality patient care. We must advocate on behalf of patients and the practice due to internal and external threats that impact the quality of emergency care and public safety.

Story 1 – Patients: Due to threats that exist in both internally (the health care system) and externally (public policy), we must advocate for patients in the legislative arena, as well as within hospital/facility and insurance structures.

Story 2 – The Practice: Because there are numerous challenges within the hospital system that are threatening the integrity of practice, we must advocate for emergency care and emergency care **professionals** within the industry. We speak for emergency medicine within the house of medicine

KEY AREAS OF ADVOCACY:

- a. Practice - Advocate for emergency care specialty internally (within hospital structure)
- b. Patients - Advocate for patients
- c. Public - Advocate at the legislative/public policy level

Strategic Focus Area 2: Increase volunteer bench strength

STORY: We have few defined job descriptions. There is a perception that we’re small and don’t have resources, with a few people doing everything (80/20 rule), which leads to volunteer burnout. There is an over-reliance on staff. In reality, the pool of potential volunteers exists, but there is not enough meaningful work available or effort made to engage them.

In order to engage more volunteers, we are committed to:

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- 1) Create and **clearly define** meaningful work for volunteers to do within a few, focused, advocacy-related committees as defined in Strategic Focus Area 1. Once the key committees have been identified, we will develop charges for the committees.
- 2) Transition out of the “double-hatter” board structure. Identify and recruit successors to take on secondary roles board members now hold.
- 3) Break down current roles into smaller components to create more short-term, ad-hoc and less time-intensive – yet still meaningful – roles.
- 4) Utilize web technology to increase communication between face-to-face meetings
- 5) Seek to engage members outside of the Denver metro area

Strategic Focus Area 3: Align Association Resources to Focused Objectives

STORY: Fundamentally our profession is composed of practitioners that must be experts in multiple areas to successfully accomplish their jobs. This diversity is a strength to succeed in the field, but not necessarily in providing value at the association level without falling into the “everything to everyone” trap. With this in mind, Colorado ACEP needs to define a few things we are going to do really well. We will sell the value of these things and use that to drive engagement.

With this in mind, we are committed to:

1. Define key services - not be all things to all people
2. Develop functional committee structure around the focused services
3. Clarify purpose of each committee and each role within it

Concluding Comments

Leading Associations is impressed with the Colorado ACEP leadership's commitment to examining how to better serve its constituencies through comprehensive organizational improvements.

Colorado ACEP is determined to maintain its relevance and value into the future. Reaching mission fulfillment will be a result of defining meaningful advocacy work, building a structure around that work, and aligning resources to a small set of focused objectives.

While Colorado ACEP leadership has the tools at hand, it must keep in mind the cultural influences that can stall the desired and necessary changes. A critical element of strategic leadership is to "create what you want, not what you know." With this in mind, if it wants to remain relevant and continue to meet the needs of a growing membership, Colorado ACEP must abandon the perception that more resources are unavailable, that it must depend on a small corps of committed volunteers that wear multiple hats, and maintain an over-reliance on a competent, hard-working part-time executive.

The keys to getting out of the pattern are to 1) narrow and define your focus to a few key areas of advocacy 2) align and clearly define your volunteer structure around those key areas, and 3) allocate your resources to support those clearly defined, focused areas.

Leading Associations is committed to working with you in an implementation phase so Colorado ACEP can achieve its Aspirational Culture of "working together as a supportive, innovative, approachable community of leaders in a changing healthcare environment, focused on what's important to the profession." It was a pleasure facilitating the strategic leadership process and Leading Associations stands ready to assist Colorado ACEP as needed in the future.