



2023
Serving the
Profession from
Nation to District

Step Progression Plan

2020 - 2023

REVISED: 12/21/20

2022
Serving Our Members &
Developing the Next
Generations of Leaders

2021
The
Path Forward

**Preparation -
Organizational
Phase**
Early 2021

- Finalize Strategic Plan
- Train full AHVAP Leadership on use of plan
- Finalize Region/District Growth Plan
- Member Engagement/Retention

- Continue responsiveness to member needs as AHVAP and nation comes out of pandemic.
- Member Engagement/Retention
- Integrate HIAC and their planning.
- Education, building Resource Library & search capabilities.
- Continue wise financial management.
- Increase AHVAP visibility/clout.

- Re-connecting members beyond the virtual.
- Expand onboarding and retention focus.
- Hold Region/District Summit.
- Promote Diversity.
- Ethics and compliance.
- Expand mentoring efforts.

- AHVAP's Region/District service-delivery plan is fully implemented across the nation.
- Expand Annual Advocacy Plan to unite profession and inform policy makers.
- Continue to expand programming with top-level talent.
- Look ahead to 2024 - 2026 (update Strategic Plan)

THE BIG GOAL: 2021-23 – AHVAP GROWTH
Everyone will work together to obtain growth in...
Collaboration | Districts | Committees | Membership | Support

- ONGOING OPERATIONAL / CORE GOALS (Continuing to...)**
- Leverage and expand AHVAP's online presence and services.
 - Leverage social media program to increase national awareness.
 - Continue to expand professional development and educational opportunities, and therefore strengthening AHVAP's value proposition.
 - Improve our operations and membership services.

NOTES

- Reflects and expands on the success of the AHVAP Strategic Plan that covered 2018 – 2020.



Step Progression Plan 2021 – 2023 WORK PLAN

**Revised
12/21/20**

Early 2021 – Preparation/Organizational Phase

Strategy	Action Item(s)	Responsible Position(s)	Committee(s)	Deadline	Notes/Status
2020.1. Finalize plan and provide training to leadership on how the plan works & everyone's role.	<ol style="list-style-type: none"> Determine Priorities, Responsible Parties & Deadlines Adopt & implement plan 	Brian Buff & Meagan Bowker Board of Directors & Committee Chairs		December 2020 – January 2021	
2020.2. Finalize Region/District Growth Plan	<ol style="list-style-type: none"> Review with leadership Make any edits/additions Finalize & distribute 	Meagan Bowker Officers, Board of Directors		Early 2021	Brian Buff available to assist.
2020.3. Member Engagement/Retention	<ol style="list-style-type: none"> Position AHVAP for coming out of the pandemic and build momentum for the 2021 cycle, continue outreach and plans. 	All		Early 2021	

2021 – The Path Forward

Strategy	Action Item(s)	Responsible Position(s)	Committee(s)	Deadline	Notes/Status
21.1. Continue responsiveness to member needs as AHVAP and nation comes out of pandemic.	<ol style="list-style-type: none"> Continue active communication regarding the pandemic and any possible impact on AHVAP and its members. 	Board of Directors, Committee Chairs, Executive Director and supporting staff.	<i>Need to be formally assigned based on the SP and Charge List.</i>	Ongoing	

	2. Proactive engagement of the membership.				
21.2. Use Project Management Model to Conduct Needed Work and Involve More Volunteers.	<ol style="list-style-type: none"> 1. Identify needs and develop timeline. 2. Develop system for promoting projects, recruiting volunteers, and reporting results. 3. Post and track projects in annual work plan. 	<p>Board of Directors Committee Chairs Executive Director</p>		Ongoing	
21.3. Continue developing Leader Training Program, and kick-off the Region/District Growth Plan.	<ol style="list-style-type: none"> 1. Continue to develop AHVAP Leader Training (Board, Committees, Region and District). 2. Continue to promote collaboration and cross-communication across entire leadership and office team. 3. Conduct development sessions and workshops for the Region/District Growth Plan. 	<p>President & Officers Board of Directors Executive Director Committee Chairs Region & District Leaders All</p>		Ongoing	Succession Planning
21.4. Continue wise financial management to garner the biggest benefit for AHVAP.	<ol style="list-style-type: none"> 1. Provide regular financial updates and reporting to leadership. 2. Work with CHMS Finance Department for fuller budget and financial trends analysis. 3. Identify long-range financial needs in order to prepare beyond annual cycle. 	<p>Treasurer Executive Director CHMS Finance Team</p>		Ongoing	
21.5. Increase Visibility & Clout of AHVAP (Advocacy)	<ol style="list-style-type: none"> 1. Increase the visibility and influence of AHVAP leadership and members within the VA community and the general medical community to promote AHVAP. 	<p>Board of Directors Committee Chairs Executive Director Members</p>		Ongoing	

	<ul style="list-style-type: none"> 2. Monitor and influence the VA system; educate members about issues. 3. Promote AHVAP's role to policy makers and decision makers; position AHVAP as the "go-to" source. 				
21.6. Expand what we are doing and ensure that all our efforts come together in a cohesive effort.	<ul style="list-style-type: none"> 1. Integrate HIAC and their planning. 2. More educational offerings, building Resource Library and search capabilities. 	Board of Directors HIAC Leaders Education and Development Committee Executive Director			

2022 – Serving Our Members & Developing the Next Generations of Leaders

Strategy	Action Item(s)	Responsible Position(s)	Committee(s)	Timeline	Notes/Status
22.1. Clearing the pandemic, bring new focus on re-connecting members beyond the virtual.	<ul style="list-style-type: none"> 1. Survey member feelings about the current situation, their needs, and requirements. 2. Increase membership outreach and engagement through expanded programming at the Region/District level. 	Board of Directors Committee Chairs Region and District Leaders Executive Director	<i>Need to be formally assigned based on the SP and Charge List.</i>	Ongoing	
22.2. Expand membership recruitment and programming efforts.	<ul style="list-style-type: none"> 1. Continue to strengthen and improve on branding and value proposition. 2. Craft targeted messages for all prospective member types/groups. 3. Develop outreach campaign across all platforms—including mailings, social media and "grassroots"/PPI 	Board of Directors Committee Chairs Executive Director		Ongoing	PPI = Power of the Personal Invite

	4. Improve onboarding of new members with systematized messages and outreach.				
22.3 Develop Region/District Summit to provide further planning and leadership training.	<ol style="list-style-type: none"> 1. This event can be free-standing or linked with annual conference; virtual or in-person. 2. Further advances the Region/District Growth Plan, including recruitment of new leaders and soliciting of sponsors and supporters. 	<p>Board of Directors Committee Chairs Region and District Leaders Executive Director</p>		Ongoing	
22.4. Develop a Mentorship Program	<ol style="list-style-type: none"> 1. Set-up using grassroots model in order to develop a foundation; build-up from there. 2. Use website as the first stop in the process. 3. Build-up cadre of mentor volunteers. 	<p>Mentorship Task Force? (appointed by President) Executive Director</p>			Carryover from previous Strategic Plan.
22.5. Provide Annual Professional Development Plan for Education, Competence and Career Success.	<ol style="list-style-type: none"> 1. Work to develop a standard timeframe to develop, announce and promote all training opportunities and events. 2. Continue to expand conference's footprint and offerings. 3. Study and develop "local" outreach; offering face-to-face/direct networking opportunities for members. 	<p>Education Committee Conference Planning Committee Regional Representatives</p>			How do we "weave" Regional representation into the plan?
22.6. Promote Diversity, Ethics and Compliance across the entire association.	<ol style="list-style-type: none"> 1. Create Work Group to look at diversity and to bring forward the stories of women and minorities in VA practice. 2. Create webinar or session at conference about diversity. 	Who?			

	<p>3. Expand on Ethics training and compliance issues.</p> <p>4. Build a plan to further promote diversity, ethics and compliance in the work of the association.</p>				
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2023 – Serving the Profession from Nation to District

Note: We will further refine plans for 2023 as our 2021 goals are accomplished and 2022 efforts are underway in earnest.

Strategy	Action Item(s)	Responsible Position(s)	Committee(s)	Deadline	Notes/Status
23.1. AHVAP’s Region/District service delivery plan is fully implemented across the nation.	1. Ensure that the vision for the Region/District Growth Plan has become a reality for AHVAP.	Board of Directors Committee Chairs Region and District Leaders Executive Director	<i>Need to be formally assigned based on the SP and Charge List.</i>	Ongoing	
23.2. Continue to secure top-level people for AHVAP’s annual programming and leverage to the fullest.	1. Identify and solicit headliners and experts to present at professional development events and help create content for association use.	Board of Directors Conference Planning Committee Marketing Committee Executive Director		Ongoing	
23.3. Expand Annual Advocacy Plan that brings together the efforts of the association, leaders and members in promoting and protecting the profession.	1. Build on connections and work done in 2021 and 2022; continue to promote the plan across all AHVAP communications platforms.	Board of Directors Executive Director		Ongoing	
23.4. Position AHVAP as the “go-to” source for VA Professionals.	1. Build on work of the previous two years, systematize, and promote.	All		Ongoing	
23.5. Continue to Develop Ongoing Operational Goals	1. As outlined below.	All		Ongoing	

Ongoing Operational / Core Goals *(Continuing to...)*

Strategy	Action Item(s)	Responsible Position(s)	Committee(s)	Deadline	Notes/Status
OO.1. Leverage and expand AHVAP's online presence and services.	<ol style="list-style-type: none"> 1. Continue to freshen content and images. 2. Regularly update website. 	Executive Director Marketing Committee	<i>Need to be formally assigned based on the SP and Charge List.</i>	Ongoing	
OO.2. Leverage Social Media Program to increase national awareness.	<ol style="list-style-type: none"> 1. Annual editorial schedule for leveraging across all social media platforms. 2. Continue to connect to member stories; create pipeline for obtaining such stories to compliment the work of the association. 	Marketing Committee Executive Director CHMS Social Media Specialist			
OO.3. Continue to expand Professional Development, Educational Opportunities, and all offerings.	<ol style="list-style-type: none"> 1. Continue to develop and expand the offerings of the annual conference in order to attract greater attendance. 	Education Committee Conference Planning Committee		Ongoing	Enhance value of membership through all that we do!
OO.4. Strengthen value proposition of AHVAP membership through effective programs, services and initiatives to VAs.	<ol style="list-style-type: none"> 1. Continue reviewing member benefits and the packaging of the association's value proposition and offerings. 2. Continue surveying membership to identify needs, trends, and effectiveness of current offerings (using target surveys). 3. Increase awareness and participation in AHVAP programming. 	All		Ongoing	

AHVAP Region/District Growth Plan – Outline

2021

- Plan Update Session – CHMS will conduct a systems/operations review of AHVAP’s new Region/District Plan—and take part in an update and review session with leadership.
- Based on the results of the Update Session, CHMS will prepare and present a full review and draft of the new Region/District Growth Plan.
- Begin and further develop tools and resources for Region/District leaders, i.e. sponsorship prospectus, etc.
- Roll-out of the new Region/District Growth Plan, including orientation/kick-off for Regional and District leaders.
- Design and conduct targeted trainings for Region/District leaders.

2022

- Conduct first AHVAP Region/District Summit, and annual orientation/training/brainstorming and planning session, which will help sustain the vision and growth of these organizational components.

2023

- The Region/District Growth Plan will be fully implemented—with an annual review to be conducted to assist AHVAP’s leaders in continuing the advancement and success of the association.

AHVAP Committee Charge Plan

Each year, AHVAP’s leadership will formulate the charges for each of the association’s committees. These charges will align with the goals and objectives of the Strategic Plan, and allow committee chairs and members to see how the work they are undertaking and accomplishing is helping AHVAP achieve its mission and move the Strategic Plan forward.

The 2021 Committee Charges & Tracking Document follow...

AHVAP 2021 Committee Directives

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
REGIONS: CENTRAL; NORTHEAST; SOUTHEAST; WESTERN												
District Representative Central: Jeffiny Shutts												
Establish Quarterly Regional Virtual Meetings												
Work w/Education on (1) Annual Webinar												
Oversee R&R of District Representatives												
Attend monthly AHVAP Committee Meetings applicable to initiatives												
District Representative NE: Gloria Graham												
Establish Quarterly Regional Virtual Meetings												
Work w/Education on (1) Annual Webinar												
Oversee R&R of District Representatives												
Attend monthly AHVAP Committee Meetings applicable to initiatives												
District Representative SE: Karen Niven												
Establish Quarterly Regional Virtual Meetings												
Work w/Education on (1) Annual Webinar												
Oversee R&R of District Representatives												
Attend monthly AHVAP Committee Meetings applicable to initiatives												
District Representative W: Suzanne Smith												
Establish Quarterly Regional Virtual Meetings												
Work w/Education on (1) Annual Webinar												
Oversee R&R of District Representatives												
Attend monthly AHVAP Committee Meetings applicable to initiatives												
Strategic Goal: Region/District Growth Plan												
ANNUAL CONFERENCE PLANNING COMMITTEE												
Chair/Co-Chair: Karen Niven & Barbara Strain												
Board Liaison: TBD												
Past President Advisor: TBD												
Recruit/Review/Approve presentations w/Education Development Committee												
Oversee Conference APP and Virtual Conference												
Proactively develop 2022 Conference Theme												
Increase Supplier Showcase Attendance to 55 exhibitors (maximum space allows)												
Recruit # of attendees to meet room night guarantee												
Determine format and delivery of content as pandemic situation unfolds												
Work with marketing and education to expand educational offerings												
Strategic Goal: Increase Visibility & Clout of AHVAP												
CVAHP COMMITTEE												
Chair/Co-Chair: TBD/Cheri Berri Lesh												
Board Liaison: TBD												
Past President Advisor: TBD												
Work w/Marketing and education to recruit new presenters for AHVAP Annual Conference												
Process CE's & Magnet Applications												
Enhance/Revise Certification Exam												
Explore opportunities to offer CVAHP Workshop to Industry Leaders (other organizations such as AHRMM)												
Strategic Goal: Transition new Committee Leadership & garner the biggest benefits for AHVAP												
EDUCATION AND DEVELOPMENT COMMITTEE												
Chair/Co-Chair: Chris Hannon/Elizabeth Eisenberg												
Board Liaison: TBD												
Past President Advisor: TBD												
Manage AHVAP Resource Library												

AHVAP 2021 Committee Directives

Facilitate Quarterly Webinars, Podcast Series & additional offerings													
Identify, review, modify, approve conference presentations & educational offerings for CEU Credits													
Strategic Goal: Promote AHVAP as "go-to" source for education and information													
HEALTHCARE INDUSTRY ADVISORY COUNCIL (HIAC)	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	
Chair/Co-Chair: Affiliate Member Board Advisor/Sue Toomey													
Board Liaison: TBD													
Past President Advisor: TBD													
Form/Establish Committee													
Work w/Marketing on announcement of Committee to Healthcare Industry via emails, LinkedIn, Facebook and other social media outlets													
Develop relationship w/Regional Directors & District Reps. to assist w/sponsoring events and activities													
Encourage Affiliate participating in AHVAP Committees/workgroups/taskforces													
Identify potential members for recruitment													
Identify subject matter experts to partner with to develop educational content													
Strategic Goal: Develop to more effectively involve healthcare suppliers (current and non-traditional)													
INDUSTRY AND BUSINESS EDUCATION COMMITTEE (IBEC)	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	
Chair/Co-Chair: Gloria Graham/Barbara Strain													
Board Liaison: Susan Toomey													
Past President Advisor: TBD													
IBEC Committee members coordinate individual contract activities													
Manage Existing IBEC Collaborations													
Structure Pending IBEC's: AHRMM, HHM, and Premier													
Increase prospective IBECs													
Integrate with marketing, education, and HIAC committees (conference committee adhoc)													
Strategic Goal: Increase visibility and clout of AHVAP													
MARKETING COMMITTEE	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	
Chair: Leigh McCullough; Co-Chair TBI													
Board Liaison: TBD													
Past President Advisor: TBD													
Manage and facilitate publication of AHVAP Monthly Newsletter													
Work with IBEC committee to carryout and announce IBEC agreements													
Faciliate additional marketing opportunities as identified by themselves and other committees													
Assist with Web Site Task Force to revamp educational & marketing materials													
Market V/A week =July 19th-23rd, 2021													
Promote all AHVAP programs through various channels (social media, etc.) including Annual Conference, Webinars, & Podcasts													
Build and execute marketing campaign focused on certification													
Build and execute marketing campaign focused on recruitment													
Strategic Goal: Build recognition as premier organization to support and enhance Value Analysis processes, skills, and abilities													
MEMBERSHIP COMMITTEE	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	
Chair/Co-Chair: Erin Arnold/Terry McIntire													
Board Liaison: TBD													
Past President Advisor: TBD													
Membership Recruitment and Retention													
Work w/Marketing & HIAC to solicit non-traditional AHVAP members													
Coordinate annual Practice and Compensation survey and updates													
Develop New Orientation Package and Membership Onboarding													
Develop materials for membership retention													
Support District and Region meetings/webinars													

AHVAP 2021 Committee Directives

Maintain accuracy and integrity of Membership Database													
Strategic Goal: Increase Membership by 10%													
PAST PRESIDENTS' COUNCIL	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	
Chair/Co-Chair: Laura Polson/Susan Miller													
Board Liaison: TBD													
Past President Advisor: TBD													
Conduct nomination process for new AHVAP Board Members													
Conduct nomination process for Brook Berson Founders Award													
Strategic Support & Mentoring of AHVAP Committee Leaders													
Development of Past President Advisor Role													
Additional initiatives as directed by the BOD													
Strategic Goal: Continue developing Leader Training Program to encourage newer generation of Leadership													