

IHHC Strategic Plan – 2022-2025

Strategic Direction One: Expand Knowledge and serve as a trusted source

1. **Convene Members** – Through conferences, region meetings and events provide forums for members to network, collaborate, problem solve and learn.
 - a. Provide opportunities for quality networking events.
 - b. Reimagine events in virtual or hybrid formats to meet member needs.
 - c. Develop ways to utilize content beyond the conference/event.
2. **Continuing Education** – Meet member needs by offering clinical education opportunities, information on business practices, instruction on industry standards, and best practices to ensure excellence.
 - a. Explore creating certification programs.
 - b. Identify with affiliated and supportive partners and associations to offer education and information.
 - c. Look outside home care and hospice for education that will address business and marketing needs.
 - d. Continually engage membership in driving education offerings.
3. **Innovative Delivery Models** – Use technology to make education accessible via video, website, online portals, podcast and other applications.
 - a. IHHC website used as a comprehensive one-stop resource for members.
 - b. Continue to develop FrontlineCoEd to offer mandated education and other necessary education as member exclusive benefits.
 - c. Develop micro-learning education to meet member needs and lead to credentialing.
 - d. Use Brown Bag Lunch & Learns to engage current members and highlight Allied Members.
4. **Reference Tools** – Leverage committees and work groups to create tip sheets, roadmaps, templates and toolkits that meet member needs.
 - a. Cross Committee collaborations to address State v. CMS regulations and to provide regular legislative and regulatory updates.
 - b. Use of webpage metrics to direct and enhance materials.
5. **Timely Updates** – Provide members with news they can use through newsletters, social media, alerts and website updates.
 - a. Continue to provide regular updates on regulation, government affairs and state and federal mandates affecting members.
 - b. Ongoing development of Communicator Xpress, Hospice Insights and Home Services Insights to ensure information is useful and accessible.
 - c. Track member engagement.

Strategic Direction Two: Build Support for home care among decision makers and the public.

1. **Public Awareness** – Effectively communicate value of home care and hospice to media, policy makers, legislators, government agencies, funding sources and the public at large.
 - a. Create a story inventory from clinician perspective and patient perspective to explain the value of home care.
 - b. Connect storytelling to advocacy – policy and regulatory.
 - c. Create marketing campaign to promote the value of home care.
 - d. Assist members to effectively market and tell their stories by creating tip sheets, education opportunities and best practices.
2. **Branding** - Build and embed the IHHC brand so that IHHC and its members are trusted and known as experts.
 - a. Create a communication and marketing plan that promotes IHHC as the preferred and trusted source of information and benefits for home care and hospice agencies.
 - b. Use of Storytelling, video and audio, testimonials to promote positive messaging about the work of the membership.
 - c. Boast and boost IHHC as the first association, promoting reputation and integrity of IHHC members in the homecare and hospice industry.
 - d. Embed IHHC branding and storytelling in web-based platforms to heighten IHHC presence and profile.
 - e. IHHC Members Story Spotlights in the Communicator Xpress.
3. **Seat at the Table** – ensure members and staff are involved in policy-making and decision -making.
 - a. Place members on advisory committees, commissions and other associations to increase exposure and communicate value.
 - b. Continue to scan committee lists to find areas where IHHC members can get involved.
 - c. IHHC staff attend and contribute at meetings of state and federal agencies to elevate the voice of home care agencies.
4. **Mobilize** – Leverage members to advocate the message of home care and hospice and to create positive change for industry excellence.
 - a. Use voter voice and other means to mobilize members.
 - b. Continued engagement of members to build their capacity for advocacy.

Strategic Direction Three: Create Value for member agencies through service, benefits and engagement.

1. **Shared Branding** - Encourage use of IHHC branding among the membership.
 - a. Identify the ways and means that the membership can use the IHHC logo.
 - b. Find ways to promote IHHC members as the highest quality agencies in Illinois.
2. **Leverage Allied Members** – leverage the expertise of allied members to bring value to providers.
 - a. Encourage allied members to contribute to articles and education.
 - b. Find ways to promote the expertise of allied members through office hours, website presence and participation on committees.
 - c. Utilize allied members to create business and marketing tools.
 - d. Explore affinity agreements that will help agencies reduce operational costs.
3. **Promote** – Market the benefits of IHHC membership to existing members and prospect members alike.
 - a. Develop marketing plan to promote IHHC membership.
 - b. Utilize and promote Return on Investment document.
 - c. Augment and highlight provider locator function on IHHC website.
4. **Solutions** - Effectively use IHHC contacts to connect members with entities that can solve problems.
 - a. Develop connections with state agencies, managed care companies, CMS, OIG, and Palmetto to the benefit of the members.
5. **Expertise** – IHHC staff, through connections, continued education, exposure and affiliation, are accessible and responsive to member needs.
 - a. Promote expertise through awareness campaign and testimonials.
 - b. Continue to engage on state and national level to maintain expertise.
6. **Committees and Special Interest Groups** – Encourage active participation in committees and Special Interest Groups.
 - a. Revamp and Re-think existing committees to better meet member needs and promote engagement.
 - b. Utilize member data to engage a larger pool of members to participate in committees.
 - c. Appeal to younger members and emerging leaders through special interest groups.
 - d. Use of surveys, advocacy tools, education to integrate the work of the committees to build on IHHC purpose and vision.
7. **Evaluate** – Regularly survey members on satisfaction and emerging needs.
 - a. Create easy ways to gather feedback from members.
 - b. Analyze metrics on member benefit usage.

Strategic Direction Four: Lead Change in the home care industry.

1. **Workforce** – Explore and determine ways to attract and strengthen competent and engaged workforce to Home and community-based services.
 - a. Advocate for higher reimbursement/rates for agencies to enable the ability to pay higher wages and improved benefits.
 - b. Advocate for scholarships or loan forgiveness for nurses working in home and community-based services.
 - c. Engage with students (high school and college) and build interest in home health and hospice professions, including school guidance counselors, nursing schools, and other institutions that provide training and professional development.
 - d. Pursue grant funding to develop innovation in nursing and non-clinical workforce development.
 - e. Provide education to members to attract/strengthen the workforce focused on organizational culture for recruitment and retention.
 - f. Develop onboarding resources and roadmaps for career ladders.
 - g. Add student section of IHHC membership to engage potential members early.
2. **Coalition Building** – Partnering and aligning with like-minded organizations to build deeper engagement.
 - a. Collaborate with similar/like-minded organizations on common issues and concerns.
 - b. Identify and engage with similar membership organizations to deepen impact and enlarge the collective voice.
 - c. Seek strategic partnerships for educational opportunities.
 - d. Identify and share industry best practices to build interest and collective impact.
3. **Enhanced Advocacy** – Introduction of legislation that will promote home care and hospice as well as robust responses to external initiatives.
 - a. Advocate for reimbursement for telehealth visits.
 - b. Introduce legislation as warranted by operating and regulatory environments.
 - c. Approach potential funders/payers to underwrite and support innovative practices.
 - d. Build member engagement activities directed at advocacy efforts.
 - e. Use Comment letters as a means of advocacy and education for the membership.
 - f. Encourage advocacy in home districts through the use of technology.
4. **Data Driven** – Leverage data, metrics and allied members to analyze industry data to inform emerging initiatives.
 - a. Determine the right channels to scan the homecare and hospice environments for real time information and proactive use.