

Empowering People to Impact Health

2020–2023

Enterprise Strategic Plan



AHIMA

As technology, consumerism, and regulation shift faster than ever before: it is clear that information is—and will continue to be—the most powerful currency for change in the health ecosystem.

As the industry faces the monumental challenge of turning a growing volume of information into impactful knowledge, it is vital that the information relied upon by doctors, executives, lawmakers, and consumers is trusted, interconnected, and protected. The health information profession has always been in the business of improving and saving lives—and this calling has never been more critical.

AHIMA and the health information profession are committed to leading the industry in overcoming this challenge, and have set a bold vision for the future: **A world where trusted information transforms health and healthcare by connecting people, systems, and ideas.**

To bring this bold vision to life, AHIMA has declared that we must be the disrupters, not the disrupted. We have worked hard to solidify our foundation and have developed a comprehensive **2020–2023 Strategic Plan** so that AHIMA, its members, and its partners can transform health and healthcare.

As we execute our strategy, we are building on an incredible history of excellence and expertise to advance the value of the profession and empower our members as a movement of everyday leaders and change-makers.

Our movement is fueled by our new mission: **Empowering people to impact health.** We did not declare a mission that tied us to any single topic or technology. We declared a mission that requires truly harnessing the collective power of all people as change-makers.

Our conviction is this: while technology continues to advance, it is people who will be central to tearing down barriers to better health. As we look to the possibilities of the future, we must join together as a movement of professionals driving powerful change. We look forward to joining with you. We know that while the challenges ahead are great, the opportunity for our movement to drive change is greater.



Wylecia Wiggs Harris, Ph.D., CAE
AHIMA Chief Executive Officer

A handwritten signature in black ink that reads "Wylecia Wiggs Harris". The signature is fluid and cursive.

Wylecia Wiggs Harris, Ph.D., CAE
AHIMA Chief Executive Officer

RESPONDING TO TODAY’S ECOSYSTEM

AHIMA’s transformation story is grounded in our history and impact.

For 91 years, AHIMA has been a leader across healthcare in providing education and professional development resources, and in advocating with and on behalf of health information professionals. As we have evolved from a small group of medical librarians to today’s movement of health information professionals, our passion and expertise as a group has remained constant.



“The group brings together all the excellence of many individuals, raises it to a high plane, and gives it a large outlook embracing great possibilities.”

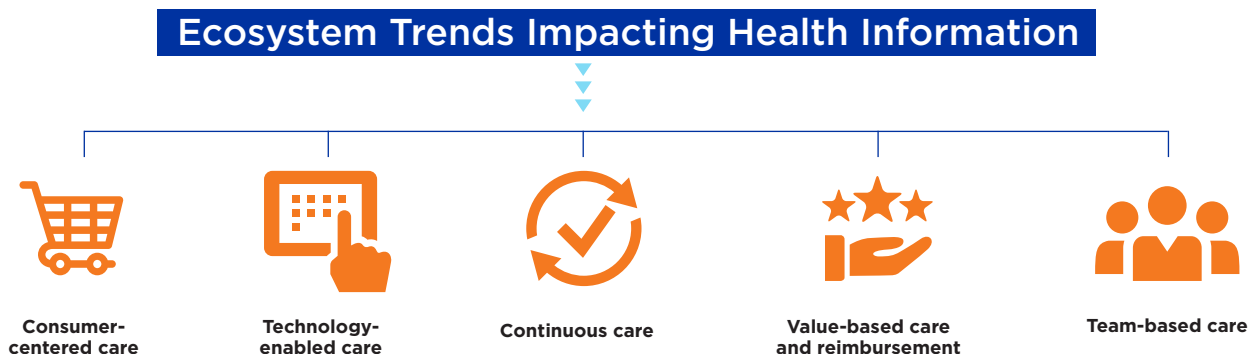
- Grace Whiting Myers

President’s Address at the First Annual Session, Chicago, 1929

Transformational leadership requires that we respond to today’s health ecosystem.

Today, healthcare and health information are changing more rapidly than ever before. Consumers are more involved in their care, and rapidly advancing technology poses both the most significant risks and opportunities for improved health outcomes. These trends are driving exponential growth in the amount and complexity of health data available; however, the challenge before us lies in ensuring this data can be transformed into trusted information to inform clinical, administrative, and regulatory decisions.

In this new reality, relevance, and value in the marketplace lie with those who have the ability to convert data into value for consumers with speed and quality.



DECLARING OUR MISSION AND VISION

AHIMA is uniting the profession around a common mission.

In early 2019, the Board of Directors, with input from AHIMA staff, members, and industry experts, developed a new set of foundational statements to reconnect to our founding purpose and unite the organization and profession around a common mission

AHIMA'S TRANSFORMATION VALUES

Outcome focused, Agility, Quality, Audience driven

OUR MISSION

Empowering People to Impact Health

AHIMA's new mission statement reclaims our founder's belief that great possibilities are achieved when we work together toward a common goal. Through this mission, AHIMA seeks to convey the true impact of health information on the lives of patients, their families, and the care team:

We believe...

- Health information is the *most powerful currency* for change in the healthcare ecosystem
- Our mission drives us to create *lasting change in health of the individuals, organizations, and societies* around the globe
- Consumers of healthcare should have access and control over how their data is accessed, exchanged, and used
- People will always be central in harnessing the power of information to tear down barriers to better health

AHIMA has set a bold vision for ecosystem-wide change.

AHIMA's new vision statement paints a picture of a future bigger than AHIMA; however, this future will rely on the organization and our audiences as leaders in health information to make it a reality.



OUR VISION

A world where trusted information transforms health and healthcare by connecting people, systems, and ideas

- A world where** ▶ AHIMA is a **global leader** in health information. Our vision reflects the scope of what we know is possible.
- trusted information** ▶ Trusted information is needed to unlock life-saving knowledge. AHIMA and the health information profession have the **moral authority** and **expertise** to be **trusted advisors**.
- transforms health and healthcare** ▶ As technology advances and the quadruple aim is pursued, a true transformation is required in the way we view and manage **health throughout a patient's life**.
- by connecting** ▶ AHIMA and health information professionals will act as curators and **connectors to build community within a disjointed ecosystem**.
- people** ▶ **People are central:** We need health information professionals, patients, clinicians, administrators, and others across the globe.
- systems** ▶ **Systems level change is required:** We must consider the whole health ecosystem, including the payer, provider, and technology systems that influence health outcomes.
- and ideas** ▶ **The status quo is unacceptable:** We will not be successful without cultivating innovative, nontraditional, and critical thinking on what is next for health and healthcare.



To guide the organization toward this vision, AHIMA has created a four-year strategic plan focused on three outcomes.

AHIMA's strategy is grounded in both AHIMA's current strengths and capabilities as well as the industry trends that influence AHIMA's value and role in the market.

The Board and executive leadership of AHIMA recognize that room for adapting and being flexible is a critical success factor. AHIMA's plan will consist of a continual planning cadence that fosters ongoing strategic thinking and accountability.

The plan aims for clarity on our path forward and will enable agile and market-driven decision-making. Our four-year strategic plan focuses on uniting efforts across the Association, the AHIMA Foundation, CCHIIM, and CEE, as well as across domestic and international programs.

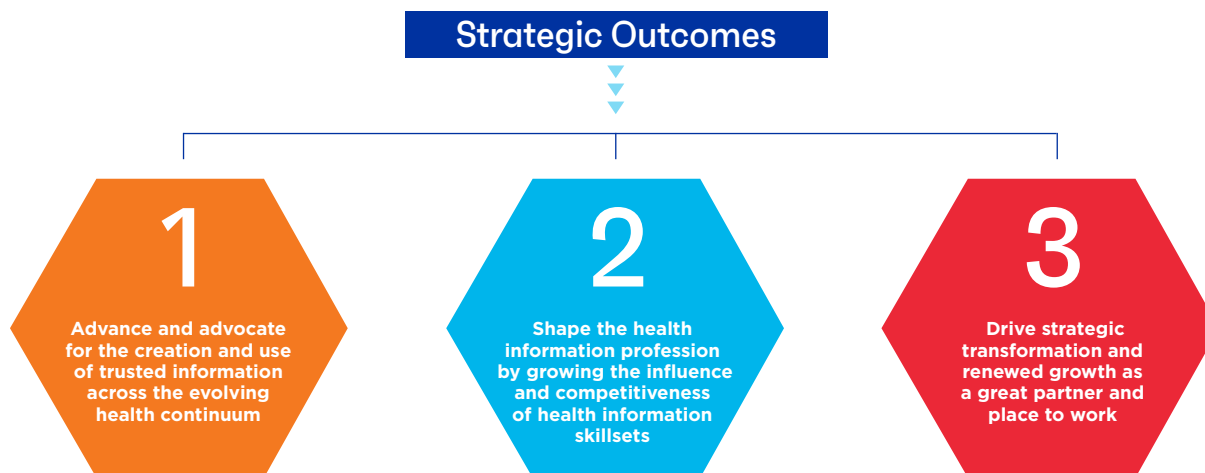
We are dedicated to driving towards success guided by our forward-looking strategic outcomes.



Ginna Evans, MBA, RHIA, CPC, CRC, FAHIMA

“We will be the ones leading the conversation on a prioritized set of key issues. We will be proactive rather than reactive with thoughts on emerging topics.”

*-Ginna Evans, MBA, RHIA, CPC, CRC, FAHIMA
AHIMA 2020 President, Board of Directors*



1

Outcome 1: Advance and advocate for the creation and use of trusted information across the evolving health continuum

Outcome 1 positions AHIMA to be a thought leader, legislative and regulatory authority, and industry convener around cutting-edge topics across the health information lifecycle, both domestically and internationally. We aim to make an impact by advancing the way accurate, quality information is created, stored, protected, accessed, and used to improve care at all touchpoints across the health continuum.

We will bring this outcome to life through a thought leadership strategy that unifies AHIMA’s content, channels, and products around impact areas that matter most to our profession and audiences.

To make Outcome 1 happen, AHIMA must maintain an unrelenting focus on members and market needs. Our ideas, innovations, and solutions must be at the forefront of the health ecosystem and connect with what truly matters to our audiences. We must also maintain our focus on advocacy and leadership on regulatory issues related to our impact areas.

In support of Outcome 1, AHIMA has defined three impact areas to advance our thought leadership and expertise across healthcare

Multi-Year Strategies to Achieve Outcome 1

- Define and implement an **organization-wide thought leadership strategy** to advance AHIMA’s brand in **market-driven focus areas**
- Adapt, develop, and deliver content to meet the needs of strategic audiences using a **content-first, product-second** approach

OUR VISION

A world where **trusted information** impacts health and healthcare by **connecting** people, systems, and ideas

Integrity

AHIMA **advances** the knowledgeable, contextual, secure, and appropriate creation and use of health data and leads industry conversations on innovative ways to ensure integrity.

Connection

AHIMA **facilitates the optimal sharing of data** between providers, consumers, health information networks, and health plans through technology-enabled, secure access to electronic health information (EHI).

Access

AHIMA **guides the industry** toward the most effective policies and practices to balance the ever-evolving need for appropriate access to protected health information by ensuring the confidentiality, integrity, and security of protected health information.

2

Outcome 2: Shape the health information profession by growing the influence and competitiveness of health information skillsets

AHIMA already has a strong position in the market as a provider of educational tools, resources, training, and certifications for health information management professionals. With Outcome 2 we will build on these strengths while also extending AHIMA's value to others who use health information in their daily work to transform health.

Outcome 2 is AHIMA's path to becoming the go-to resource, trusted advisor, certifier, and preferred partner for professionals and organizations across the healthcare industry. What's more, we will seek to empower our professional audiences to lead as experts in the creation and use of trusted information.

AHIMA will reach this outcome through enhanced professional development and educational efforts. We will also work to more deeply engage our audiences—including members, volunteers, and leaders.



Valerie J. Watzlaf, PhD, MPH,
RHIA, FAHIMA

“Outcome 2 resonates the most with me as an educator. It will align professional development with educational programs to advance technical and interpersonal skill sets and support the rebranding of the profession.”

–Valerie J. Watzlaf, PhD, MPH, RHIA, FAHIMA
AHIMA 2019 President, Board of Directors

Multi-Year Strategies to Achieve Outcome 2

- Align **professional development** and **educational programs** with shifting market needs to advance **hard and soft skill sets** and support **rebranding** of the profession
- Deepen **audience engagement**, elevate member expertise, and develop the next generation of **change leaders**
- Deploy a **workforce strategy**, including efforts to increase **awareness** and understanding of the value of health information professionals as vital members of the care team

3

Outcome 3: Drive strategic transformation and renewed growth as a great partner and place to work

With **Outcome 3**, AHIMA makes its own continued transformation a top strategic priority. Outcome 3 sets the foundation for Outcomes 1 and 2, because to succeed in taking on bold new roles in the ecosystem, we must continue to build a solid foundation that supports our audiences, partners, and staff.

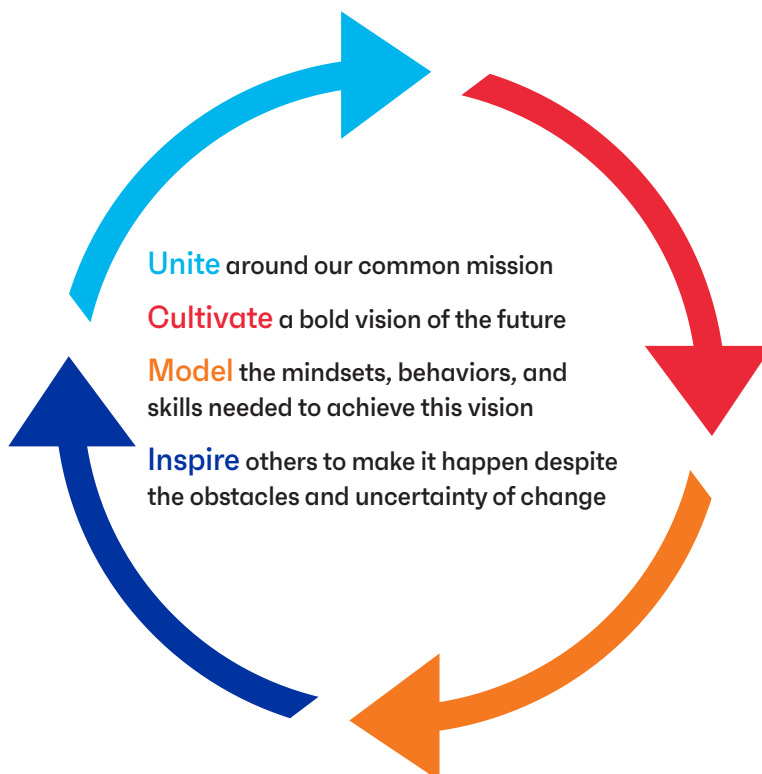
Outcome 3 is the path to becoming an innovative, customer-centric organization that delivers an unparalleled experience for its audiences and partners. To do this, we must make sure we have a high-performing culture across the enterprise and that we have the infrastructure needed to achieve our vision. AHIMA cannot attempt ecosystem-wide change alone; we must be fully equipped to work alongside individuals and organizations across healthcare.

Transforming health and healthcare will require a movement of health information professionals fueled by our common mission and vision.

AHIMA has set a bold vision for ecosystem-wide change, but we cannot do it alone. Our strategic plan and vision require health information professionals to join together as a movement. Together we will:

Multi-Year Strategies to Achieve Outcome 3

- Grow **long-term profitability** through operational, process, and infrastructure improvements, and strategic alignment of organizational and governance structure
- Build organizational culture and capabilities needed (including innovation and communication) to support strategic priorities and drive transformation through a cohesive change management effort
- Unify the customer experience across all channels to increase AHIMA's value



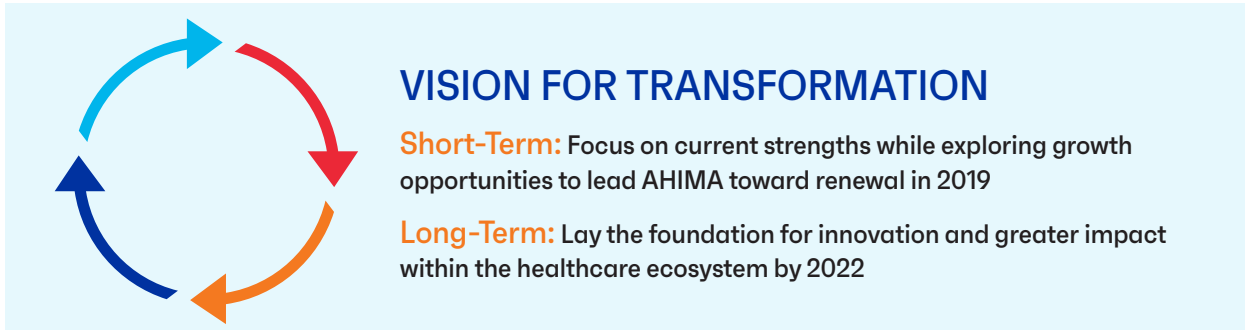
STRATEGIC PLAN

▶ MISSION

Empowering People to Impact Health

▶ VISION

A world where trusted information transforms health and healthcare by connecting people, systems, and ideas



Strategic Outcomes

1 Advance and advocate for the creation and use of trusted information across the evolving health continuum

AHIMA's Future Role: AHIMA is a thought leader, legislative and regulatory authority, and industry convener around cutting-edge topics across the health information lifecycle. This includes advancing the way accurate, quality information is created, stored, protected, accessed, and used to improve care at all touchpoints across the health continuum and in all settings and methods of delivery.

2 Shape the health information profession by growing the influence and competitiveness of health information skillsets

AHIMA's Future Role: The healthcare industry looks to AHIMA as the knowledge provider, certifier, trusted advisor, and preferred partner for organizations and professionals in the use of health information. AHIMA's professional audiences are viewed by healthcare and other industries as leading experts in the use of trusted information.

3 Drive strategic transformation and renewed growth as a great partner and place to work

AHIMA's Future Role: AHIMA is a customer-centric, innovative growth organization that delivers an unparalleled experience for its audiences, and partners with industry leaders to achieve its vision. AHIMA staff thrive in a safe, inclusive, and high-performing culture that enables teams and individuals to grow and drive strategic impact.



ANNUAL PROGRESS TOWARD OUTCOMES

Strategic Outcomes	2020	2021	2022	2023
1. Advance and advocate for the creation and use of trusted information across the evolving health continuum	AHIMA is setting the foundation for an enterprise-wide thought leadership strategy and a content development and distribution engine to reach a wider audience to grow AHIMA's impact	To be determined	To be determined	AHIMA will be a thought leader, legislative and regulatory authority, and industry convener around cutting-edge topics across the health information lifecycle. This includes advancing the way accurate, quality information is created, stored, protected, accessed, and used to improve care at all touchpoints across the health continuum and in all settings and methods of delivery.
2. Shape the health information profession by growing the influence and competitiveness of health information skillsets	AHIMA is enhancing its professional development programs and launching a workforce development strategy to shape the profession and grow the influence of health information professionals	To be determined	To be determined	The healthcare industry will look to AHIMA as the knowledge provider, certifier, trusted advisor, and preferred partner for organizations and professionals in the use of health information. AHIMA's professional audiences will be viewed by healthcare and other industries as leading experts in the use of trusted information.
3. Drive strategic transformation and renewed growth as a great partner and place to work	AHIMA is focused on building the infrastructure to support new programs, audiences, and strategies in alignment with the organization's vision for the future of health information	To be determined	To be determined	AHIMA will be a customer-centric, innovative growth organization that delivers an unparalleled experience for its audiences, and partners with industry leaders to achieve its vision. AHIMA staff thrive in a safe, inclusive, and high-performing culture that enables teams and individuals to grow and drive strategic impact.