



Lessons from IHF Business strategy for 2015-2018

Setting the scene

Objectives of the business strategy

Importance to agree on the key objectives of the strategy before starting the journey

→ Avoid a nice written strategy but with limited impact on the organization

EXAMPLE OF OBJECTIVES:

→ *Better sustainability of the organization along with a stronger “raison d’être” and mandate from members*

→ *Channeling better all resources of the organization towards activities increasing its visibility & notoriety*

Setting the scene

The Journey for elaborating the strategy

- **Step 1:** Agree on the scope of the discussion taking into account previous orientations
- **Step 2:** Identify and assess critical challenges for the association
- **Step 3:** Explore possible options for association development
- **Step 4:** Elaborate a plan of actions on priority options
- **Step 5:** Develop a Monitoring and Evaluation framework

Step 1: Scope of discussion

Building a strategy on current vision and mission of association (example of IHF)

→ *Knowledge generating and sharing*

Challenge: finding its own niche in world overwhelmed with information

Assets: tools are in place, membership is a potential unique wealth

→ *Advocacy*

Challenge: Diversity of membership, no Cause to fight for

Assets: Well established international relations, potential for development



DISCUSSION 1: Mission of the organization

ARE THESE TWO PRIORITIES STILL CONSIDERED AS THE CORE OF THE MISSION?

ARE THE COMPONENTS OF THESE PRIORITIES CLEAR ENOUGH?

SHOULD WE PAY MORE OR LESS ATTENTION TO SUBCOMPONENTS NOT FULLY

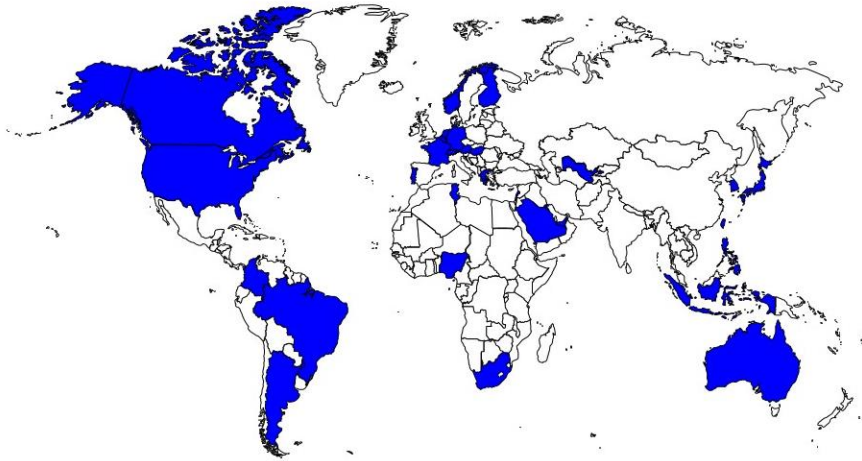
DEVELOPED?

Step 1: Scope of discussion

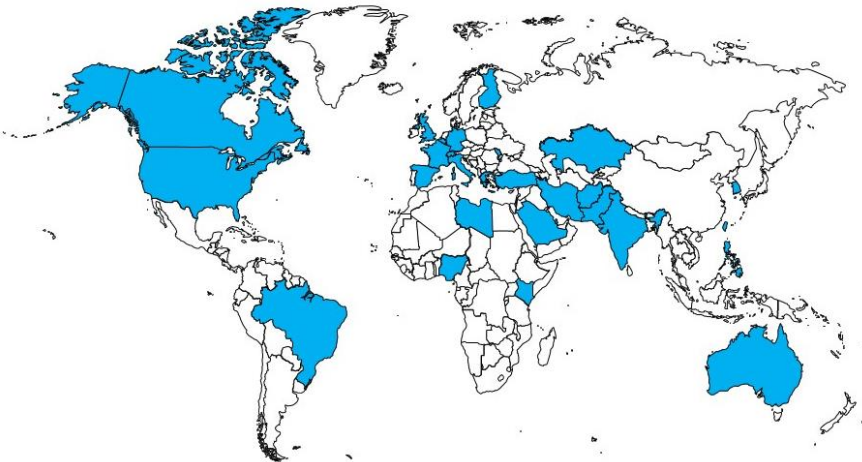
Relying on Existing Membership

IHF FULL MEMBERS' MISSION

Full Members in 2013



Associate members in 2013



IHF FULL MEMBERS' ACTIVITIES



Step 1: Scope of discussion



DISCUSSION 2: Membership

DO WE IDENTIFY WELL OURSELF AS A MEMBERSHIP ORGANIZATION?

ARE WE HAPPY WITH MEMBERSHIP CATEGORIES AS ADOPTED BY THE CONSTITUTION?

DO WE BELIEVE IN POTENTIAL TO ATTRACT MORE MEMBERS UNDER THESE CATEGORIES?

WHICH OTHER POSSIBLE MEMBERS SHOULD WE BE LOOKING FOR?

Step 1: Scope of discussion

STEP 1: SCOPE OF THE DISCUSSION

- STRATEGY IS TO BE BUILT ON EXISTING MISSION WITH POSSIBLE REFINEMENT OF CONTENT TO DEVELOP FURTHER EXISTING AND NEW ACTIVITIES
- A MEMBERSHIP ORGANIZATION: IT BELONGS TO MEMBERS WHO HAVE TO BELIEVE IN ITS USEFULLNESS AND MUST TRUST ITS CAPABILITY TO RESPOND TO ITS MISSION
- THERE ARE MANY CHALLENGES BUT IT IS NOT TIME TO RECONSIDER THE CORE NATURE OF THE ORGANIZATION BEFORE HAVING MADE ALL EFFORTS TO IMPLEMENT ITS EXISTING MISSION
- FUTURE OF ASSOCIATION RELIES ON BETTER POTENTIALIZATION OF EXISTING ASSET AND CAPACITY TO:
 - INCREASE CREDIBILITY OF THE ORGANIZATION
 - GENERATE AND SHARE MEANINGFUL KNOWLEDGE
 - REACH CRITICAL MASS OF MEMBERS FOR SUSTAINING AND DEVELOPING THE ORGANIZATION
 - CONTINUE & DEVELOP MEANINGFUL ACTIVITIES

Challenges related to the nature of membership organization

→ *Membership dynamic :*

- *Participation of members: bring in to get from*
- *Diversity of membership : avoid minimum common ground*
- *No specificity on a specialization : difficult to provide unique service*
- *Not driven by shared values : level of interest varies*

→ *Secretariat role:*

- *Activities of interest to members: a guess game requiring try and assess approach*
- *Suggestion of specific revenue generating activities: competition with members*
- *Limited capacities : no possible break through with “ambitious” projects*
- *Choice for activities: often on opportunities in relation with partners and funding*



DISCUSSION 1:

CORE COMMON GROUND :MACRO STRATEGIC ISSUES RELATED TO HEALTHCARE SERVICES?

IMPORTANCE OF CORE VALUES ADOPTED IN CONSTITUTION?

SHOULD MORE ATTENTION AND SERVICES BE GIVEN TO SPECIFIC MEMBERS?

WHAT COULD BETTER UNITE MEMBERS AROUND THE SECRETARIAT?

Step 2: Critical challenges

Attrition and recruitment of members

→ *Benefit package : as listed in the table of benefits*

→ *Immaterial benefits : pride, belonging to a community, etc.*



DISCUSSION 2:

AS A MEMBERS WHY DO I STAY/PARTICIPATE IN THE ORGANIZATION?

WHICH ARGUMENTS COULD BE ATTRACTIVE FOR NEW MEMBER TO JOIN?

WHAT ARE REASONS FOR NOT JOINING OR FOR LEAVING THE ORGANIZATION?

Step2: Critical challenges

Business model and financial sustainability

Revenues

→ *Membership dues :*

- *Challenge of a fair scale for dues from all categories of members*
- *Challenge when some members are large contributors*
- *Share from long lasting members versus new/turn over*

→ *Activities generating Funds:*

- *Congress: avoid all eggs in one basket*
- *Sponsorship: finding an attractive package without compromise*
- *Training and consulting : competition with members and market*
- *Other sources: explore perspective and potential*

→ *Grants and subsidies: History and conditions to get them*

Expenses

Minimization of running costs achieved → any further cut will reduce association capacity



DISCUSSION 3:

HOW TO INCREASE and DIVERSIFY SOURCES OF PREDICTABLE FUNDING?

SHOULD WE TAKE ON ACCUMULATED FUNDS TO PUSH UP SOME ACTIVITIES?

ACTIVITY BASED FUNDING AND/OR WORK HARDER ON MEMBERSHIP?

HOW CAN WE RELATE TO PROFESSIONAL FUNDRAISING ORGANIZATIONS?

Step 2: Challenges for the Future

STEP 2: MAJOR CHALLENGES FOR FUTURE

IF NO OBVIOUS DIAGNOSIS ON CHALLENGES → SWOT ANALYSIS CAN HELP

IMPORTANCE OF RECRUITMENT AND RETENTION OF MEMBERS TO KEEP ITS “RAISON D’ETRE”

DIVERSIFY SOURCE OF FUNDING AND BETTER BALANCE PORTION OF LARGE CONTRIBUTORS

IDENTIFY ACTIVITIES THAT ARE MEANINGFUL TO MEMBERS AND REVENUE GENERATING

TO FACE THESE CHALLENGES THE ORGANIZATION SHOULD:

- BUILD STRONGER MEMBERS CONSENSUS ON ITS ROLE AND FUNCTION
- PUT MORE EMPHASIS ON THE VALUES THAT MEMBERS ARE SHARING
- EXPAND BENEFITS OF MEMBERSHIP (CONSTRAINS ON RESSOURCES)
- IDENTIFY PRIORITY ACTIVITIES THAT CONSOLIDATES MEMBERS RETENTION WHILE PROVIDING MORE DIVERSIFIED RESSOURCES
- EXPLORE FUNDRAISING WITH SUPPORT OF SPECIALIZED COMPANIES

EXAMPLE OF SWOT ANALYSIS FROM IHF: Board members consulted

SWOT SYNTHESIS

Governing Council Members of the International Hospital Federation (IHF) have been invited to express their opinion in **being an IHF Member by** filling a Swot exercise. The aim of this exercise is to better understand how IHF Members consider their membership in the organization to better develop an effective strategy for membership retention and recruitment.

The Swot exercise is organized under four main categories: strengths, weaknesses, opportunities, and threats. Answers have been provided by nine Governing Council Members out of twenty-one and are summarized as follow:

STRENGTHS:

- Is part of a unique international organization (6)
- Knowledge and experience sharing and dissemination (e.g., events and publications) (8)
- Improved international visibility (1)
- Improved members' profile (1)
- Platform of international collaboration and activities (3)
- Networking platform (5)
- Competent and committed staff (2)
- Clear strategy (1)
- Pertinent projects (e.g., University Hospital and GPO) (3)
- High level membership (3)

WEAKNESSES:

- High membership fee (4)
- Limited financial resources (2)
- Lack of service-oriented activities(1)
- Lack of transparency (1)
- Language barrier (2)
- Limited activities (1)
- Limited international visibility of IHF (2)
- High Bureaucracy (1)
- Limited Member involvement (1)
- Limited Members & Membership Categories (3)
- Unclear membership benefits (1)
- Limited access to knowledge (1)
- Lack of competing organizations (1)
- Limited focus on critical issues (1)
- Needs improvement of Secretariat services (2)

OPPORTUNITIES:

- Highest Regional Representation/Activities (3)
- Diversification of knowledge exchange activities (5)
- IHF Membership Improvement (4)
- Development activities on critical issues (2)
- Highest International Visibility (1)
- Advocacy (1)
- Develop International Collaboration (3)
- Reduction of Membership Fee (2)
- Greater concentration on provision of member-related services (1)
- Improve transparency (1)
- Better alignment of financial and administrative (1)

THREATS:

- Loosing Members (3)
- Financial Crisis (4)
- Limited membership improvement (2)
- Maintain IHF international profile (1)
- Clear position statements (1)
- Local *versus* international interests (2)
- Competing organizations (5)
- Loosing interest (2)
- Limited member's benefits (3)
- Limited IHF Secretariat staff (2)
- Costs containment and income generation(1)
- Maintain independent status (1)

Review Major ACTIVITIES

6-8 October
2015 IHF CHICAGO
39th World Hospital Congress



IHF News
Hospital and Healthcare News

IHF WHITE PAPER

IHFSURVEY

IHFSIG

IHF NEWSLETTER

World Hospitals and Health Services
The Official Journal of the International Hospital Federation

Members: what is their role in developing and participating to activities.

Which activities are most interesting?

What is provided to all as part General Interest Mission versus only to members

IHF Associate Membership

SURVEY

- Objective: gather information about IHF Associate Members profile and their expectations in being members of the Federation
- Structure: eight combination multiple-choice and short answer questions
- Period: October 2014 and March 2015
- Respondent: twenty-three anonymous responses (the survey was sent to 85 Associate Members)

Value of IHF membership benefits



Step 3: Way Forward

More clarity on Role of ORGANIZATION

➔ ***Strong consensus to be build on :***

- *audience: Platform for the leaders of healthcare services*
- *Topic for discussion: strategic issues affecting the future of healthcare*
- *Partners: finding ground for mutual benefit*



DISCUSSION

- HOW TO IMPROVE MESSAGING ON ORGANIZATION FOR MEMBERS AND FOR GENERAL PUBLIC?
- HOW TO BETTER POSITION ORGANIZATION VERSUS OTHERS?
- COMPETING MORE WITH OTHER ORGANIZATIONS OR INCREASING COLLABORATION

STEP 3.1: IMPROVE MEANINGFULNESS ON IHF

- SHOULD WE FOCUS MORE ON WHAT WE STAND FOR OR ON WHAT WE DO AND WHY?
- SHOULD WE COMMUNICATE MORE ON THE SPECIFICITY OF THE ORGANIZATION?
- SHOULD WE TRY TO GET MEMBERS TO BETTER WORK TOGETHER ON COMMON CHALLENGES?

Step 3: Way Forward

Priority on Recruitment of Members

➔ *Increasing Benefits*

- CEO circle for both associate and full members: Exclusive international discussion arena for leaders
- Continue developing a SIG with one for private sector hospitals
- Increase specific benefit of Premier associate member by **allowing them to host a congress** in countries or region where there is no full IHF member.
- Formalize round tables between heads of full members' organizations to exchange on their challenges and priorities
- White papers developed by several members by sharing resources and reducing their own costs for larger outcomes.
- Specific working parties for regular associates and affiliates of full members on topics of their choice to exchange on best practices (peer to peer support to cut consultancy expenses).
- A database of documented innovative practices coming from award submission and only open to full members' affiliates and associate members.



DISCUSSION 1

- ANY OTHER POSSIBLE BENEFIT FOR MEMBERS TO ADD?
- SHOULD IHF OFFER LESS OPEN RESSOURCES & REDUCE ITS SERVICE MISSION?
- WHAT TO PRIORITIZE: MORE BENEFITS FOR FULL OR FOR ASSOCIATE MEMBERS?
- HOW TO ENGAGE MORE COLLABORATIVE WORK BETWEEN MEMBERS?

Priority on Recruitment of Members

➔ *Promoting more actively national chapters*

- *Many health systems not supportive for “traditional” healthcare associations*
- *Difficult penetration in new countries: no contacts and no or limited past history*
- *Agents for recruitment: past practice not successful*
- *Need for developing a framework and infrastructure : worth if serious about it*



DISCUSSION 2

IS IT ACCEPTABLE TO HAVE AN AGENT FOR RECRUITMENT, AND WHAT KIND OF AGENT?

WHAT OTHER APPROACHES COULD SERVE NATIONAL DEVELOPMENT IN COUNTRIES WITH NO MEMBERS OR LIMITED CONTACTS?

WHAT COMPENSATION/BUSINESS MODEL FOR AGENT?

Priority on Recruitment of Members

➔ *More Active Governance for more active membership*

- Moving from 6 years mandate to 3 years mandate with possibility of renewal once in a row
- Expanding the number of GC members to 28 including 6 representatives of Premier and regular associate members' representatives.
- Increase meaningfulness of GC meetings by adding to the F2F meeting a virtual meeting.
- Role of General Assembly may also be reconsidered to provide a more interactive platform with the IHF full members.
- General Assembly could be discussing and adopting position papers
- Increase interaction with WHO: More involvement requires significant time and commitment



DISCUSSION 3

CHANGE OF TERM FOR GC MEMBERS: RISKS AND BENEFITS

OPENING GC TO ASSOCIATE MEMBERS AND MODALITIES FOR THIS

IMPROVING MEANINGFULNESS OF GC MEETINGS AND GENERAL ASSEMBLY

Step 3: Way Forward

Priority on Recruitment of Members

➔ *Enlarging Full members recruitment*

- Considering regional organizations from the current practice
- Considering limitations in case of multiple regional organizations
- Leveraging on Regional organizations to get national organizations.
- Having a larger pool of participants to governance structure



DISCUSSION 4

BENEFITS & RISKS OF EXPANDING FULL MEMBERSHIP TO REGIONAL ORGANIZATIONS

CONSIDER THIS APPROACH VERSUS “EXPENDED BENEFITS OF PREMIER ASSOCIATE”

EXPLORE ALL CONSEQUENCES IN REGARD TO CONSTITUTION

Priority on Recruitment of Members

STEP 3.2: ENHANCING RECRUITMENT AND PARTICIPATION

- MORE VALUABLE BENEFITS FOR ALL CATEGORIES OF MEMBERS
- ACTIVE RECRUITMENT STRATEGIES INCLUDING BY AGENTS
- MORE ACTIVE GOVERNANCE BY:
 - ⇒ HIGHER ROTATION OF MEMBERS AND SHORTER TERM
 - ⇒ EXPANSION OF REPRESENTATION TO ASSOCIATE MEMBERS
 - ⇒ MORE MEANINGFUL MEETINGS (GC & GA)
- INCREASING POOL OF FULL MEMBERS BY INCLUDING REGIONS

Step 3: Way Forward

Developing or consolidating activities of high value for members



EXISTING ACTIVITIES

- The annual Congress and recognition awards,
- The Journal and other communication media and portal
- Interaction with major international organizations.
- The support to SIG activities
- The members products: surveys, webinars, white papers



PROPOSED ACTIVITIES

- **CEO Circle developed as a priority**
- **Management and leadership training for emerging countries**
- ***A database of architectural projects that reduce operating costs of hospitals***
- ***An international directory of healthcare facilities***
- ***Collaborating project on patient involvement in healthcare***
- ***OTHER???*** → **STEPING IN ACTIVITIES COVERED BY SPECIALIZED ASSOCIATIONS**
 - ***GREEN HOSPITALS***
 - ***SAFETY AND QUALITY***
 - ***TECHNOLOGY / E-HEALTH***

Priority on high value activities for Members

STEP 3.3: PRIORITIZING SOME VISIBLE ACTIVITIES

CONSIDER FOR ALL ACTIVITIES THE ACTUAL BENEFIT FOR MEMBERS AND THE POTENTIAL FOR REVENUE GENERATION

- CONFIRMING AND PRIORITIZING EXISTING ACTIVITIES
- PRIORITIZE DEVELOPMENT OF ACTIVITIES
 - TRAINING
 - COLLABORATIVE WITH ARCHITECTS
 - DIRECTORY OF HOSPITALS
 - COLLABORATIVE ON PATIENT INVOLVMENT IN HEALTHCARE
- EXPLORE NEW ACTIVITIES

Step 4: Priority actions supporting strategy



Develop a solid web based platform



Develop a recruitment plan on targeted objectives



Increase communication toward members but also for a broader professional audience



Consolidate and develop activities raising the profile of the organization

STEP 5: SETTING UP A MONITORING AND EVALUATION FRAMEWORK

ADOPTING THE PRIORITIES AND THE TIMELINE

AGREEING ON MEASURABLE OBJECTIVES

CONSIDERING THE REVIEW MECHANISM

Step 5: Expected results

1. Finalize all institutional changes by end 2015 :
2. Having in Place operational web-platform with CRM by end 2015
3. Increase IHF Full members and IHF associate by respectively...XXX number byXXXX
4. Members interaction monitored on the web-platform Minimum X interaction/year
5. Provide to members x webinars per year
6. Have a minimum of X IHF surveys and related white papers
7. Offer at least X training program on the period 2015-2018
8. Participate to international meetings → % of participation to these meetings
9. IHF more visible on professional and open media. By XXX have at least XXX coverage
10. Increased Congress participation & submission of papers/posters and award entries.
11. The IHF funding sources diversified to X% share of total dues and congress
12. Budget executed with no more than X% variation on final balance.
13. Congress site selected at least two years before date.
14. Have at least X position statement adopted by the Annual General Assembly
15. Develop at least X common activities supported by IHF members
16. Other objectives related to priority projects :

Ceo Circle, hospital directory, patient involvement,.....

Step 5: Expected results

MONITORING OF THE STRATEGY			
YEAR	ACTION	OBJECTIVE	EXPECTED OUTCOMES
2015	1		
	2		
	3		
	4		
	5		
2016	1		
	2		
	3		
	4		
	5		
2017	1		
	2		
	3		
	4		
	5		
2018	1		
	2		
	3		
	4		
	5		

- Importance of participatory process : Survey, consultation and meetings before adopting formally the finalized written strategy and related documents
- association secretariat does not wait adoption of Strategy to continue “Working”
- Strategy is going to drive association for XXX years : importance of options taken and member’ commitments.
- At the end of the process the Board agrees on activities, modalities and priorities for the Strategy
- Formally adopt the Strategy by General Assembly
- IF necessary updating the constitution and bylaws by General Assembly.

