

# NAHU Vision 2025

## Goal 1 - Changing Customer Expectations

NAHU board and leadership teams will: (1) analyze results of annual engagement surveys and reports to understand the needs and expectations of the health care purchasers, consumers, and NAHU members; (2) agree upon the appropriate area(s) of focus; and (3) set goal(s) and expected outcomes necessary for the Design Team to set the tasks and activities that will achieve improvement in subsequent engagement survey results

Sub-goals	Start Date	Current Phase	Owner
Implement annual/on-going member engagement survey	2020	Data gathering/research	
Gather relevant information to ensure alignment of advocacy and professional development with the needs of clients/consumers	2020	Data gathering/research	
Enhance member value by offering new and relevant professional development courses and promotional materials that respond to the changing market landscape, workforce, and business processes	2020	Data gathering/research	
Create communication strategy to aid members in accurately addressing issues/developments in the current health care market	2020	Design	
Enhance new member onboarding that establish expectations to be NAHU member	2020	Design	
Determine subsequent engagement measurements and process, e.g. frequency, analytic plan, and process to propose future changes to build engagement	2021	Planning	
Research and implement simplified access and course work and other educational opportunities for members	2021	Data gathering/research	
Identify opportunities to create groups not elsewhere represented, e.g. non-producers, elite groups, etc.	2022	Data gathering/research, Design	
Establish NAHU as the client and consumer expert of choice	2024	Planning, Design	

## Goal 2 - Mergers and Acquisitions

NAHU will increase member knowledge and identify impact and best practices regarding health care industry mergers and acquisitions by implementing a monitoring service and publishing educational materials and programs by 2022.

Sub-goals	Start Date	Current Phase	Owner
Identify best source(s) of information to identify and translate potential impact/change to member business and processes of health care industry mergers and acquisitions (health care delivery- based)	2020	Data gathering/research	
Address growing area of agent/broker mergers and acquisitions and establish education and materials to inform and equip members regarding their business (broker - based)	2020	Data gathering/research, Design	
Develop program and educational materials regarding the impact to a client's benefit program due to involvement in a merger or acquisition in a multi-phased release	2020	Design	
Establish annual review process	2021	Planning, Design	

### Goal 3 - Changes to Member's Compensation

NAHU will monitor and communicate opportunities, challenges, state-by-state requirements for consulting, and trends in broker compensation methods and sources and publish tools and resources, for member use, by 2021.

Sub-goals	Start Date	Current Phase	Owner
Identify individuals and create network of members who will monitor, gather, and disseminate information on any state-based changes to broker compensation	2020	Planning	
Design and build curriculum to help members increase the value of their business	2021	Design	
Establish resources to help members understand and implement various compensation models	2021	Data gathering/research, Planning	
Identify opportunities and development for members to connect with clients and prospects to build their business	2022	Data gathering/research, Planning	

### Goal 4 - Employer Market Issues

NAHU will gather, analyze, and create member and industry communications annually to connect the changing workforce trends and demographics, including the aging workforce and their changing needs and benefit considerations, with the potential benefit program outcomes and corresponding solutions to adequately address the upcoming needs of NAHU members and consumers.

Sub-goals	Start Date	Current Phase	Owner
Understand workforce and environmental changes and educate members on innovative market solutions to compete in the marketplace and win	2020	Data gathering/research, Design	
Continue to build leverage and influence in the media among brokers and begin stronger consumer identification of NAHU	2020	Design, Implementation	
Establish NAHU as the leader in content and education for employers	2021	Planning, Design	

### Goal 5 - Technology

NAHU will form a national-level technology committee in 2020, with corresponding annual goals, to build institutional expertise and to serve as a place to evaluate and prioritize technological areas where NAHU needs to expend resources both as an association and to educate and provide value to membership.

Sub-goals	Start Date	Current Phase	Owner
Explore and develop additional technology platforms data gathering, tracking, knowledge base, etc.	2020	Data gathering/research	
Investigate options to enhance communications with stakeholders, e.g. members, chapters, stakeholders	2020	Data gathering/research	
Monitor changing landscape and its effect on technology needs and delivery systems	2020	Data gathering/research	
Mine, cultivate, and analyze data necessary to provide members with information to help them develop and implement strategies to effectively compete in the marketplace	2021	Data gathering/research	
Continue to build and improve awards submissions and evaluations	2021	Design	
Identify technology solutions to implement	2021	Implementation	
Create corresponding automation for elite member programs	2022	Data gathering/research	

Create on-demand training program for each solution	2022	Design	
Enhance ability to connect consumers with NAHU agents	2024	Design	

## Goal 6 - Major Health Policy

*NAHU will establish, test, and implement, in 2020, the processes and procedures necessary to consistently deliver timely communications and practical information to members resulting from major health policy changes.*

Sub-goals	Start Date	Current Phase	Owner
Evaluate and improve current internal messaging to ensuring NAHU member can demonstrate value to clients	2020	Data gathering/research	
Enhance external communications to include greater exposure of NAHU, and its members, as industry experts	2020	Data gathering/research	
Monitor state issues and develop appropriate communications	2020	Design, Implementation	
Monitor, prioritize, and communicate federal developments	2020	Implementation	

## Goal 7 - Organizational Recommendations

*NAHU will establish, test, and implement, in 2020, the processes and procedures necessary to consistently deliver timely communications and practical information to members resulting from major health policy changes.*

Sub-goals	Start Date	Current Phase	Owner
Determine on-going role of Futures Advisory Council	2020	Planning	
Pilot move of regional meetings from individual events to inclusion in annual convention	2020	Implementation	
Review and recommend modifications to improve Board effectiveness	2020	Design	
Explore and evaluate enhancements for annual convention based upon experiences in 2020 and 2021	2022	Data gathering/research	
Evaluate convention and meeting delivery to ensure most effective venue(s) and content	2022	Data gathering/research	
Evaluate overall structure and effectiveness of NAHU	2022	Data gathering/research	
Review, evaluate, and identify re-design of committees	2022	Data gathering/research	
Review, evaluate, and identify re-design for state and local chapters	2022	Data gathering/research	
Review, evaluate, and identify re-design of regions and regional model	2022	Data gathering/research	
Enhance committee and volunteer training programs	2023	Data gathering/research	