Working Draft Strategic Plan
Created at the February 20-21, 2023, Strategic Planning Session
Version 2 – as of May 19, 2023

Prepared by:
Jennifer Kelly
Senior Consultant
jkelly@tecker.com
and
Glenn Tecker
Chairman and Co-CEO
gtecker@tecker.com
www.tecker.com
Tecker International, LLC
301 Oxford Valley Road
Suite 1504B
Yardley, PA 19067

Timeless Core Ideology

Core ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of three elements: the Core Purpose, Mission and Core Values. The **Core Purpose** is the organization's reason for being. The **Mission** describes who we are, what we do, and at a high level, how we do it. Our **Core Values** are the essential and enduring principles that guide the behavior of the organization.

CORE PURPOSE

IAHTM promotes the success of healthcare textile professionals, partners, and customers through education, collaboration, and industry engagement.

MISSION

IAHTM is a community of healthcare textile professionals committed to supporting, advocating, and enhancing the healthcare textile industry through education, exchange of effective practices, networking, and shared learning.

CORE VALUES

- **Integrity** - Demonstrated by a reputation for honesty and openness as a respected community of healthcare textile industry professionals.
- **Collaboration** - Demonstrated by a culture of information sharing and a commitment to lifelong learning and continuous improvement.
- **Respect** - Demonstrated by a shared commitment to all health care providers and the healthcare textile industry with equal treatment of all stakeholders.
- **Sustainability** - demonstrated by the inherent reusable nature of the products IAHTM laundries provide and the focus on a reduced environmental footprint.

Envisioned Future

The Envisioned Future conveys a concrete yet unrealized future for the organization. It consists of two elements: a **Vision** – a clear and compelling catalyst that serves as a focal point for effort, and a **Vivid Description** - a vibrant and engaging description of what it will be like to achieve the Vision. The Vivid Description articulates how the world could be different for the organization's key stakeholders based on the work that it carries out. Together the two Envisioned Future elements describe the intersection of what a group is passionate about, what they do best, and what they can collectively marshal the resources to accomplish on behalf of their mission and members.

VISION

IAHTM's collaborative community of healthcare textile professionals and partners work together to create a safe, sustainable, and efficient healthcare textile industry.

VIVID DESCRIPTION OF A DESIRED FUTURE

IAHTM is recognized for leading the healthcare laundry industry by providing education, leadership development, best practices, and benchmarking for hygienically clean healthcare textiles. IAHTM members actively collaborate with other members, supplier partners, sponsors, and other stakeholders to build long-lasting and mutually beneficial partnerships that advance the industry. Networking opportunities created within IAHTM drive innovation, streamline communication, remove barriers, share effective practices, and increase efficiencies. IAHTM members are seen as industry experts and are supported by strong relationships across the supply chain. Members and partners promote excellence in healthcare textiles with innovative products and services to improve industry standards, increase efficiencies, control cost, introduce new technology, and improve sustainability.

Draft Goals, Objectives, and Strategies

Goals serve the organization for the next three to five years. They are outcome-oriented statements that represent what will constitute the organization's future success. The achievement of each goal will move IAHTM towards the realization of its vision.

Objectives describe what we want to have happen with an issue. What would constitute success in observable or measurable terms? They indicate a direction – increase, expand, decrease, reduce, consolidate, abandon, all, distribute, none. Objectives have a three to five-year timeframe and are reviewed every year by the Board. Strategies describe how the association will commit its' resources to accomplishing the goal. They bring focus to operational allocation of resources and indicates an activity – redesign, refine, create, identify, revise, develop, improve, enhance, implement, establish.

Strategies have a one to three-year timeframe reviewed every year by the Board. Strategies set strategic priorities for committees, staff, and all other work groups.

Priority Levels for Strategies

- Critical: Work on this strategy must be completed in the coming year
- Immediate: Work on this strategy must occur in the coming year
- Intermediate: Work on this strategy should occur in the coming year if possible
- Later: Work on this strategy can wait until subsequent year if necessary

GOAL A: MEMBERS

Goal: IAHTM will support current leaders and develop the next generation to maintain continuity of expertise and provide best in class service to its customers.

GOAL B: EMPLOYEES

Goal: Employees will master best practices through education and training.

GOAL C: PARTNERS AND STAKEHOLDERS

Goal: IAHTM members and stakeholders will achieve success through collaboration, innovation, and efficiency.

GOAL D: REGULATIONS & HEALTHCARE ORGANIZATIONS/FACILITIES

Goal: Members will achieve full compliance with all applicable regulatory agencies' standards for healthcare linen services providers.

Appendix A - Key Drivers and Implications

Key drivers of change are powerful forces that necessitate IAHTM develop strategies to address. They are conditions and dynamics in the relevant environment that will make tomorrow very different than today. No priority is suggested in the order of listing.

IAHTM Key Drivers:
1. **Consolidation** - of ownership of healthcare providers and service providers
2. **Government and Environmental Regulation** - (and resulting financial impacts)
3. **Aging Population** (and the shifting of care to non-acute settings, home health, long term care)
4. **Globalization of Economic Variables** (supply chain, inflation cycles, climate change, etc.)
5. **Labor Availability and Cost**
6. **Technology** (A/I - Automation, robotics, etc.)

Appendix B - Environmental Scan

Environmental scanning that looks at Current Conditions, Trends, helps associations build foresight and make logical predictions and Assumptions about the Future. An annual review of the environmental scan is an appropriate method of determining and ensuring the ongoing relevance of the goals.

Social Values and Demographics
Technology and Science
Legislation and Regulation
Global Economic Factors
Professional Competition and Structure

Appendix C - Unsatisfactory Conditions

Unsatisfactory Conditions are any condition that currently exists – relative to the goal – with which we are unsatisfied. These are the things we want to see change and what led us to believe the goal was worth pursuing in the first place. Change in the desired direction will indicate we are making progress towards the goal.

Goal A Members
- Compensation
- High turnover
- Lack of available talent
- Poor work/life balance
- The breadth of knowledge necessary is VAST

Goal B Employees
- Lack of creating training plans (individualized internal & external training per year and multiyear)
- Poor employee engagement in training/education
- Lack of leadership level focus on training/education
- Company visibility/transparency on employee level training/education
- Lack of ability to take the education during conferences and be the catalyst for change within your organization

Goal C Partners and Stakeholders
- Capital/employee investment
- Customers (manage expectations)
- Scalability (concentrate on your situation)

Goal D Healthcare Organizations and Facilities (Regulations)
- Customers are not uniformly aligned to the need or value.
- There is no current regulatory standard.
- Cost is an obstacle for smaller operations
- Inconsistency of standards and application by inspectors, states, and other agencies
- Litigious environment in healthcare - unintended consequences of standards

Appendix D - Mega Issues

Strategic "**mega issues**" are overriding issues of strategic importance that the organization's leaders must ask and answer, to move toward the organization's future vision and goals. Mega issues consist of a question the organization needs to ask and answer about the next 5-10 years. Discussion of a mega-issue should be embedded in the Board's ongoing process of planning and thinking strategically, focused on the longer-term issues that answer the question "What's next?".

Potential Future Mega-Issue Discussion Topics

(Consolidated list from input provided on Feb 20-21)

1. How do we prepare members for the evolution of healthcare for the aging population and diversification of offerings beyond acute care?
2. How to identify and address geopolitical tensions, domestic politics, public policy & healthcare?
3. What can be done by IAHTM to prevent the purchase of members by for-profit or private equity?
4. How can IAHTM prevent members from contracting out management?
5. How can IAHTM combat the use of disposable products?
6. How can IAHTM support its members to lessen the impact of supply chain interruptions?
7. How do we educate the market about the Real vs. Perceived value?
8. Labor - How can IAHTM members prepare for the shrinking labor pool/lack of future labor?
9. How can IAHTM help alleviate the burden of and influence environmental regulations?
10. Consolidation - How can IAHTM members better support its members to prepare for the consolidation of hospitals/health systems?
11. How can we retain and increase membership and increase membership & stakeholders' participation?
12. How do we increase visibility of IAHTM and recognition of the information that it brings?
13. How do we improve the value perception of IAHTM to the members customers/BOD?
14. How do we improve access to capital?
15. What resources can IAHTM use to drive change?