

A personal membership group of the  
**American Hospital Association**

**VISION**

**Be the leaders in health care  
Human Resources workforce policy,  
advocacy and best practices**

**OUTCOMES**

Increase the number of new members who join.

Improve retention rate.

Increase the number of CHHR applicants and certificants.

**GOALS**

**NEW MEMBER GROWTH**  
Secure the membership pipeline of the future by compelling non-members to join.

**MEMBER RETENTION**  
Secure the current membership base and stem membership decline by providing compelling reasons to renew.

**CHHR ENGAGEMENT**  
Increase the number of CHHR applicants, certificants and renewals through dedicated outreach and community-building.

**OBJECTIVES**

Increase the number of members who are new to the profession.  
  
Increase diversity within the ASHHRA membership based on race, age and other demographic factors.

Increase the number of members who renew.  
  
Increase awareness of the ASHHRA value proposition.  
  
Create new opportunities for members to network.  
  
Personalize the membership experience.  
  
Increase the value of membership through enhanced knowledge-sharing and education resources.

Craft communications to validate the decision to pursue and earn the CHHR.  
  
Use marketing techniques to reinforce the value of the CHHR credential.  
  
Develop a compelling value proposition for CHHR.  
  
Foster the CHHR community by developing a support system.

**FUNDAMENTALS**

**VALUES**  
Trust • People • Integrity • Leadership • Diversity • Collaboration • Excellence • Innovation

**MISSION**  
To advance the human side of health care, the American Society for Healthcare Human Resources Administration (ASHHRA) leads the way for highly effective, valued and credible leaders.