



The AHLA 2019-2022 Strategic Plan sets out a roadmap for AHLA to provide exceptional value to its members. The Plan adopted by the AHLA Board of Directors focuses on three strategic goals for the organization:

- Essential Learning Community: AHLA will continue to grow and serve as a trusted community for lawyers and other professionals engaged in health law
- Exceptional Content: AHLA will deliver exceptional health law information, essential tools and support for professional development
- Resilient Organization: AHLA will be a proactive, adaptive and sustainable organization that delivers best in class offerings and user-friendly experiences to its members and consumers of its services

The Plan was developed over the past year and is based upon an extensive environmental scan and discovery process that included an in-depth survey of current, lapsed and prospective members; individual member interviews and focus groups; and the evaluation of trends and developments in health law and law practice.

This research indicated that members feel strongly that AHLA provides high value as an essential resource for health law and a strong and engaged professional community for learning and understanding health law issues. The feedback also reflected that while health law continues as a vigorous practice area, health lawyers in all settings—in private practice, in-house and government—face continued pressure to deliver more with less and that lines are blurring as non-lawyers increasingly provide certain services earlier provided only by lawyers. Finally, the research identified technology as the leverage point for meeting member needs for engagement, content and services.

Using the Plan as a roadmap over the next three years, AHLA will focus its resources to develop and provide activities, services and products that support members in their work and professional development. This will include a significant investment in technology to accelerate the development of a state-of-the-art IT platform that will allow ready access to timely information, resources and networking such as customized and on-demand content; a simplified dues structure; new opportunities—both virtual and in-person—for members to engage with one another and to secure professional resources; and a continued focus on developing and maintaining a diverse and inclusive membership.

The Plan creates the framework for AHLA to be your essential learning community for health law, the provider of exceptional health law content and a resilient and effective organization in service to all its members. We invite and welcome your thoughts, feedback and questions.



## 2019-2022 Strategic Plan—Strategic Focus Areas

Engaged Learning Community	Exceptional Content	Resilient Organization
<p><i>AHLA will be a trusted community for lawyers and other professionals engaged in health law.</i></p> <ul style="list-style-type: none"> <li>• Serve as an essential partner in health law, providing legal expertise, professional development and support</li> <li>• Increase engagement and support through all delivery channels to serve as the “home base” for health lawyers and professionals</li> <li>• Recruit and retain a membership that includes health lawyers and other professionals engaged in health law</li> <li>• Continue to develop and maintain a diverse and inclusive membership</li> </ul>	<p><i>AHLA will deliver exceptional health law information, essential tools and support for professional development.</i></p> <ul style="list-style-type: none"> <li>• Deliver timely, insightful information and analysis of health law and the health care industry</li> <li>• Provide professional development support for members and participants at all experience levels</li> <li>• Expand capacity to provide customized and on-demand content</li> </ul>	<p><i>AHLA will be a proactive, adaptive and sustainable organization that delivers best in class and user-friendly experiences to its members and consumers of its services.</i></p> <ul style="list-style-type: none"> <li>• Invest in and accelerate development of state-of-the-art IT platform and resources</li> <li>• Align leadership and staff to reflect best practices and capacity to deliver member value</li> <li>• Improve financial model through dues simplification, diversified revenue and streamlined business practices</li> <li>• Focus on coordinated, data driven marketing and outreach</li> </ul>