



# **STRATEGIC PLAN**

(Fiscal Years 2020-2022)

Approved by the IBHRE Board of Directors May 7, 2019



## EXECUTIVE SUMMARY

IBHRE's **Strategic Plan** is an evolving document generally with a three-year life span. The Board's vision and the financial state of the organization may determine what strategic goals take precedence. The strategic plan provides a platform to continually improve the organization through the Board's annual identification of priorities and understanding of long-term goals.

**MISSION** To increase the heart rhythm professional's knowledge in order to improve the quality of care delivered to our patients

**VISION** To become the global leader in heart rhythm certification

## LONG-TERM

### ORGANIZATIONAL GOALS

- ❖ Maximize opportunities to align with strategic goals
- ❖ Maintain a financially sound organization
- ❖ Grow examinee base by a minimum of 3% per year
- ❖ Maintain at minimum one year of operating expenses in reserves
- ❖ Generate non-exam revenue of a minimum of \$50,000 per year
- ❖ Recognition by licensure boards/agencies of IBHRE certifications

## **Core Organizational Values**

**Excellence:** Conserve the organization's gold standard of excellence in heart rhythm certification; and maintain fairness and integrity in the development, administration and promotion of the certification programs.

**Visionary Leadership:** Secure strategically robust leaders to guide and protect the organization's interests.

**Professionalism:** Uphold the highest standards of professionalism; demonstrate transparency and respond effectively to meet the needs of certified professionals, leaders, partners and the public.

**Continuing Competency:** Encourage continuing competency of the profession through examinations, education and professional development.

**Collaboration:** Maintain our position of credibility through partner recognition, strategic alliances, and endorsement of the certification programs.

**Diversity:** Foster development of a diverse community of highly skilled heart rhythm professionals and work to advance heart rhythm management as a global multidisciplinary standard.

## FY2020-2022 STRATEGIC PLAN GOALS AND OBJECTIVES

**Goal 1 - Leadership and Excellence:** IBHRE will position itself as the leading certification organization for heart rhythm professionals and reach beyond the norm to conserve the organization's gold standard of excellence in heart rhythm certification.

**Objectives:**

- ❖ Maintain IBHRE's standing of excellence and global position as a leader in cardiac rhythm device therapy and electrophysiology certification.
- ❖ Ensure IBHRE exam content remains cutting-edge, relevant, and reflective of best practice and global standards.
- ❖ Enhance IBHRE's value and presence in labs, clinics and industry organizations through education, research, and leadership.
- ❖ Comply with and renew accreditation through the American National Standards Institute.

**GOAL 2 - Organizational Structure and Governance:** IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.

**Objectives:**

- ❖ Maintain an effective staff and governance structure to oversee IBHRE operations.
- ❖ Continue to improve operations to maintain fairness and integrity in the development, administration and promotion of the certification program.
- ❖ Cultivate new IBHRE representatives into IBHRE leadership and governance processes.

**Goal 3 - Brand Image and Identity:** IBHRE will reinforce its brand identity as the global leader in heart rhythm certification.

**Objectives:**

- ❖ Promote the value of IBHRE certification.
- ❖ Utilize the website and social media platforms as educational and promotional tools.
- ❖ Offer IBHRE Day to recognize the unique knowledge and skillset of IBHRE certified professionals.
- ❖ Introduce new marketing strategies for IBHRE certification with a focus on allied professionals.
- ❖ Enhance awareness of IBHRE certification to patient groups.
- ❖ Increase awareness of IBHRE exams to international audiences.
- ❖ Broaden visibility as an accredited certification entity.

**Goal 4 - Strategic Alliances:** IBHRE will foster relationships and encourage collaboration through recognition of affiliate programs, partnerships and strategic alliances.

**Objectives:**

- ❖ Continue to strengthen the relationship with the Japanese Heart Rhythm Society and improve collaboration to deliver the CCDS-JDR certification exam.
- ❖ Continue to strengthen relationships with international heart rhythm organizations.
- ❖ Advance collaboration and marketing efforts with the Heart Rhythm Society.
- ❖ Utilize IBHRE Ambassadors for support in collaborating with other organizations.

**Goal 5 - Knowledge Creation and Dissemination:** IBHRE will encourage continuing competency of the profession through examinations, education and professional development.

**Objectives:**

- ❖ Promote the value of the *Cardiac Device Education and Self-Assessment Course*.
- ❖ Utilize social media as an educational tool.
- ❖ Offer the IBHRE Scholarship Program to allied professionals.

**Goal 6 - Fiscal Management:** IBHRE will manage financial resources, revenues, reserves and investment policies responsibly to advance its strategic goals.

**Objectives:**

- ❖ Maintain cost-savings test development packages to reinforce long-term savings for the organization.
  - ❖ Identify and explore new revenue streams.
  - ❖ Budget fiscal year programs conservatively to meet year-end projections.
  - ❖ Maintain at minimum one-year of operational costs in long-term reserves.
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