Five-Year Strategic Plan Purpose

In recent years, the Academy’s strategic planning processes have focused on creating annual child health priorities, encapsulated in the Agenda for Children. For the present strategic planning process, the board purposefully took a different approach – focusing on how the Academy as an organization will remain strong, healthy and vibrant over a five-year time frame.

It is important to note that this five-year strategic plan does not supplant the Agenda for Children, and the Academy will continue to create a focus on specific child health priorities. Additionally, this document does not name all of the activities that the Academy currently does, and will continue to do, during the next five years. Rather, this strategic plan seeks to identify a few key areas for strategic focus on which the Academy will place particular emphasis during the next five years.

By creating shared priorities, the Academy will be better able to focus energy and resources, strengthen operations, ensure that employees and other stakeholders work towards common goals, establish agreement around intended outcomes, and assess and adjust the organization’s direction in response to a changing environment.

Indeed, the AAP board of directors and numerous stakeholders participating in the strategic planning process cited the Academy’s primary focus on promoting child health and mission-driven culture as its strongest asset, and one that must be maintained. The strategic plan and its core goals, therefore, build on organizational baseline strengths while identifying how the Academy will adapt to the myriad changes in its broader operating environment in ways that ensure its continued leadership championing U.S. children’s health and well-being.
Five-Year Goals, Objectives and Action Steps

Year One Implementation Plan

**GOAL #1: Strengthen the Academy’s impact on child health through policy, advocacy, and education.**

**Guiding objectives**

1.1. Leverage the Academy’s strengths in policy, advocacy, and education by closely linking efforts and activities in these three core areas of focus.

1.2. Use data and metrics to develop and prioritize areas of need for child health policies.

1.3. Strengthen the policy development and dissemination process.

1.4. Strengthen formal processes to respond to child health emergencies and other pressing child health issues.

1.5. Foster collaboration with other stakeholders in policy, advocacy, and education efforts to enhance the Academy’s impact.

**Year One Action Steps: To advance the objectives under Goal #1**

- Staff will collaborate closely with the Task Force on Policy and the Board Policy Committee to implement Board-approved revisions to the policy development processes.

- Staff will identify credible data sources to assist the Board, committees, councils, and sections to develop and prioritize areas of need for child health policies. Staff will also identify relevant data sets for the Board to use in determining Agenda for Children priorities.

- Staff will integrate new Board-approved policy development processes across the organization, and pilot a new implementation approach that leverages educational offerings, practice tools, advocacy at the state and federal levels, and communications into a package that accompanies publication of the policy.

- Staff will pilot new strategies to catalogue current liaisons, partners, and other external stakeholder groups and use child health data to identify gaps and areas needing additional collaborators and allies.

- Senior staff will work collectively to increase staff understanding and alignment to Goal #1 and foster a workplace culture that better integrates policy with advocacy and education efforts throughout the organization.
**GOAL #2: Enrich member value and engagement.**

**Guiding objectives**

2.1. Attract and represent a vibrant, diverse community of members by serving their evolving needs based on key data and metrics.

2.2. Provide state-of-the-art pediatric practice information in the context of a changing industry and professional landscape.

2.3. Endeavor to meet the professional and personal wellness needs of all members, including those whose practices are impacted by rapid changes in the health care system as well as early career pediatricians, medical subspecialists, and surgical specialists.

2.4. Develop strategies to enhance collaboration with other child health providers, medical societies, and other stakeholders.

**Year One Action Steps: To advance the objectives under Goal #2**

- Staff will continue to implement the recommendations of the Early Career Physicians and Subspecialty Task Force, evaluate impact, and report to the Board.
- Staff will retain focus on institutional memberships and conversion of residents to fellows and will report data to the Board regularly.
- Staff will review internal staffing plan and structure and realign as needed to effectuate Board-approved recommendations of the Task Force on Pediatric Practice Change.
- Staff will implement Board-approved plan on physician health and wellness and report to the Board in January 2018 with an action plan for year two.
- Staff will pilot new strategies to catalogue current liaisons, partners and other external stakeholders and identify new opportunities for collaboration with medical societies and partners in health care.
- The CEO will implement a plan to conduct individual outreach to pediatric subspecialty societies to align goals and foster collaboration.
GOAL #3: Broaden and diversify pathways for general pediatricians, pediatric medical subspecialists, pediatric surgical subspecialists, and trainees to exercise leadership within the Academy and the broader public sphere beyond pediatrics.

Guiding objectives

3.1. Diversify representation on the Academy’s board of directors beyond geographic districts to represent a broader array of Academy constituencies.

3.2. Review the role and structure of Academy leadership positions to facilitate broader access to leadership opportunities.

3.3. Foster participation in leadership by historically under-represented member groups at all levels of the Academy.

3.4. Cultivate members’ leadership skills to support their participation as leaders in evolving health care systems and other settings beyond the Academy.

Year One Action Steps: To advance the objectives under Goal #3

- Staff will assist with preparation for the Fall Board Retreat and provide any needed data, analytics or other resources necessary for Board review of the leadership structure.
- Staff will support the Executive Committee to continue to promote subspecialty and surgical specialty members in meetings representing the AAP and offer early career members opportunities for mentoring by attending.
- Staff will implement Board-approved recommendations of the Task Force on Diversity and Inclusion and will support a new Task Force on Addressing Bias and Discrimination through Empathy and Inclusion.
- Staff will implement Board-approved organizational policies on diversity and inclusion.
**GOAL #4: Enhance the Academy’s communication with members and stakeholders.**

**Guiding objectives**

4.1. Transform the Academy into a digital organization that leverages user-focused and user-friendly digital products in response to member needs.

4.2. Enrich communications pathways and platforms to prioritize bi-directional communication between and among the Academy’s leadership and constituent bodies (e.g. chapters, sections, councils, committees).

4.3. Enhance inclusion of Academy content on complementary platforms supported by health systems, insurers, and employers.

4.4. Provide clinicians with easy to use point-of-care resources that draw on the highest quality, peer-reviewed clinical information, updated in real time.

4.5. Deepen member, stakeholder, and public awareness of the Academy’s work.

**Year One Action Steps: To advance the objectives under Goal #4**

- Staff will implement and evaluate the Board-approved Digital Transformation Initiative (DTI) and report regularly to the Board, including status of new member communications tools.

- Staff will continue to foster improved communications with chapters through the Chapter Leader Link and evaluate progress.

- Staff will define an organizational plan for expanding the inclusion of the AAP’s content on health system, health insurer and large employer websites and report to the Board in January 2018.

- Consistent with the focus of the DTI, staff will ensure that the AAP’s policy and clinical information is more easily accessible at the point of care and that members have greater awareness of these resources.

- Staff will align member communications approaches to Goal #4 and develop a plan for improved, action-oriented, and better targeted member communications.
**GOAL #5: Support strong bi-directional relationships, interaction, and leadership development between AAP and chapters.**

**Guiding objectives**

5.1. Encourage diversity of all kinds among chapter members, and promote diversity in leadership roles within the AAP.

5.2. Support chapters in their efforts to achieve and maintain financial stability to enhance chapter success.

5.3. Provide assistance to chapters with member recruitment and retention.

5.4. Foster alignment between the strategic plans and the federal and state advocacy initiatives of AAP and state chapters.

**Year One Action Steps: To advance the objectives under Goal #5**

- Staff will develop a plan to disseminate recommendations of the Task Force on Diversity and Inclusion specifically targeted for chapters, including resources that are designed to increase promotion of diversity at the state level.

- Staff will support the district chairs and vice chairs to develop and include learning sessions on financial and management issues in the 2018 district meetings.

- Staff will gather data regarding the efficacy of current membership and retention materials provided to chapters and make recommendations to the Board for additional actions if needed in January 2018.

- Staff will realign internal staffing structure to promote better integration of state (chapter) and federal advocacy priorities and explore additional opportunities to foster member advocacy through increased educational offerings and other events.