



American Academy of Pediatrics
Five-Year Strategic Plan: Year Two Action Steps
for Board and Staff 2018-'19

American Academy of Pediatrics
DEDICATED TO THE HEALTH OF ALL CHILDREN®



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

Guiding objectives

- 0.1. Leverage the Academy's strengths in policy, advocacy, and education by closely linking efforts and activities in these three core areas of focus.
- 0.2. Use data and metrics to develop and prioritize areas of need for child health policies.
- 0.3. Strengthen the policy development and dissemination process.
- 0.4. Strengthen formal processes to respond to child health emergencies and other pressing child health issues.
- 0.5. Foster collaboration with other stakeholders in policy, advocacy, and education efforts to enhance the Academy's impact.

Year Two Action Steps for the Board:

To advance the objectives under Goal #1

- The Board, through the Committee on Policy will continue assessing the Task Force on Policy and recommendations and suggest initial action steps for implementation.
- The Board, through the Committee on Policy will continue to discuss current policy gaps and to prioritize/fast-track policy development when necessary.
- The Board will continue partnering with the "Group of Six" and other medical society partnerships on child health advocacy and encourage similar partnerships at the state level.
- The Board will re-evaluate appropriate strategies for disaster preparedness activities.
- The Board, through the Member Value and Engagement Committee, will develop a process for strategic priority selection on the Agenda for Children.

Year Two Action Steps for the Staff:

To advance the objectives under Goal #1

- Staff will work with the Board to develop an implementation plan for the Board-approved recommendations included in the final report from the Task Force on Policy.
- Staff will identify five top child health priorities, informed by data, and map to existing policies to identify gaps and share that information with the Member Value and Engagement Committee.
- Staff will identify critical opportunities and approaches to drive member education and global health programs.
- Staff will map and evaluate current organizations, partnerships, and liaison relationships and identify gaps.



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 healthcare 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 Two Action Steps for the Board:

To advance the objectives under Goal #2

- The Board will enrich member value and engagement through the sustained focus of Committee on Member Value & Engagement at the Board level.
- The Board will continue to utilize the committee appointment process and other Board-level decision making to promote professional diversity and will evaluate existing processes for measuring involvement by members throughout career stage and practice setting.
- The Board will continue to require updates on wellness and diversity & inclusion initiatives at each Board meeting.
- The Board will continue to convene with the American Board of Pediatrics to address ongoing issues impacting members.
- The Board will use a process for soliciting new strategic priorities to engage member input.
- The Board will identify opportunities to use leadership development approaches as a model for practice transformation.



Year Two Action Steps for the Staff:

To advance the objectives under Goal #2

- Staff will use the Women's Wellness through Equity and Leadership grant to enhance midcareer member wellness and equity building on partner organizations.
- Staff will develop and identify a virtual steering committee to guide wellness initiatives through the AAP.
- Staff, in coordination with Payer Advocacy Advisory Committee, will assess and evaluate practical approaches to support practices in varied environments (including independent and employed pediatricians).
- Staff will continue to identify practice and member trends for early career pediatricians by recruiting the 3rd cohort of PLACES study.
- Staff will focus on recruiting institutional memberships and continue to monitor the conversion rate of subspecialist fellows and graduating residents.
- Staff will evaluate opportunities to broaden international memberships, especially in Latin America.

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 stakeholders and 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 Two Action Steps for the Board:

To advance the objectives under Goal #3

- The Board will receive the final report from the Task Force on Addressing Bias and Discrimination at the May 2019 meeting.
- The Board will work with the National Nominating Committee (NNC) to promote diversity among all AAP national election candidates.
- The Board will continue to require the inclusion of demographic information during the committee appointment process and routine representative selections.
- The Board, through the Member Value and Engagement Committee, will analyze existing data on the needs of early career physicians for both mentorship and leadership development and will determine the proper role for the AAP educational programs in addressing these needs.
- The Board will implement new provisions, upon passage of the Bylaws, including the onboarding of new AAP Board members.
- The Board will develop an engagement strategy for international medical graduates within the AAP.

Year Two Action Steps for the Staff:

To advance the objectives under Goal #3

- Staff will implement the membership-approved Bylaw referendum to expand the Board of Directors and NNC. Support the Board in developing the process for the election/appointment and onboarding of new Board and NNC members.
- Staff will support the new AAP Workgroup on Sections to review the governance structures, financial procedures, and role of sections, and to ensure alignment with the Academy's mission, bylaws and best practices for membership organizations.
- Staff will support the implementation of the Task Force on Diversity and Inclusion recommendations with support from the Section on Lesbian, Gay, Bisexual and Transgender Health and Wellness, the Section on Minority Health Equity Inclusion, and the Task Force on Addressing Bias and Discrimination.
- Staff will identify opportunities for mentorship across the committees, councils, and sections and report to the Board of Directors.



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 Two Action Steps for the Board:

To advance the objectives under Goal #4

- The Board will continue to require updates on the Digital Transformation Initiative (DTI) at each Board meeting.
- The Board will continue to participate in, and partner with staff to increase bidirectional communications between the AAP and chapters, councils, sections and committees.
- The Board will prioritize sessions on "social media for your practice" sessions at the Annual Leadership Forum (ALF) and district meetings.



Year Two Action Steps for the Staff:

To advance the objectives under Goal #4

- Staff will implement and evaluate the Board-approved DTI and report regularly to the Board, including status of new member communications tools.
- Staff will continue to support the monthly Chapter Chat WebEx meeting.
- Staff will explore business opportunities to enhance existing point of care resources.
- Staff will continue to improve the AAP.org search function, content strategy and migration to facilitate ease of access to information.
- Staff will continue to evaluate cross cutting communication approaches for message penetration to members and to the public.
- Staff will maintain the strengthened Academy profile through media and continue to support the AAP mission and reputation.



GOAL #5: Support strong bi-directional relationships, interaction, and leadership development between AAP and state chapters.

Guiding objectives

- 5.1. Encourage diversity of all kinds among chapter members, and promote diversity in leadership roles within 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 Two Action Steps for the Board:

To advance the objectives under Goal #5

- The Board will continue to prioritize chapter management sessions at the 2019 ALF and district meetings.
- The Board will receive updates on new institutional membership proposals when they occur.
- The Board will foster participation by chapters in the association management pilot program.

Year Two Action Steps for the Staff:

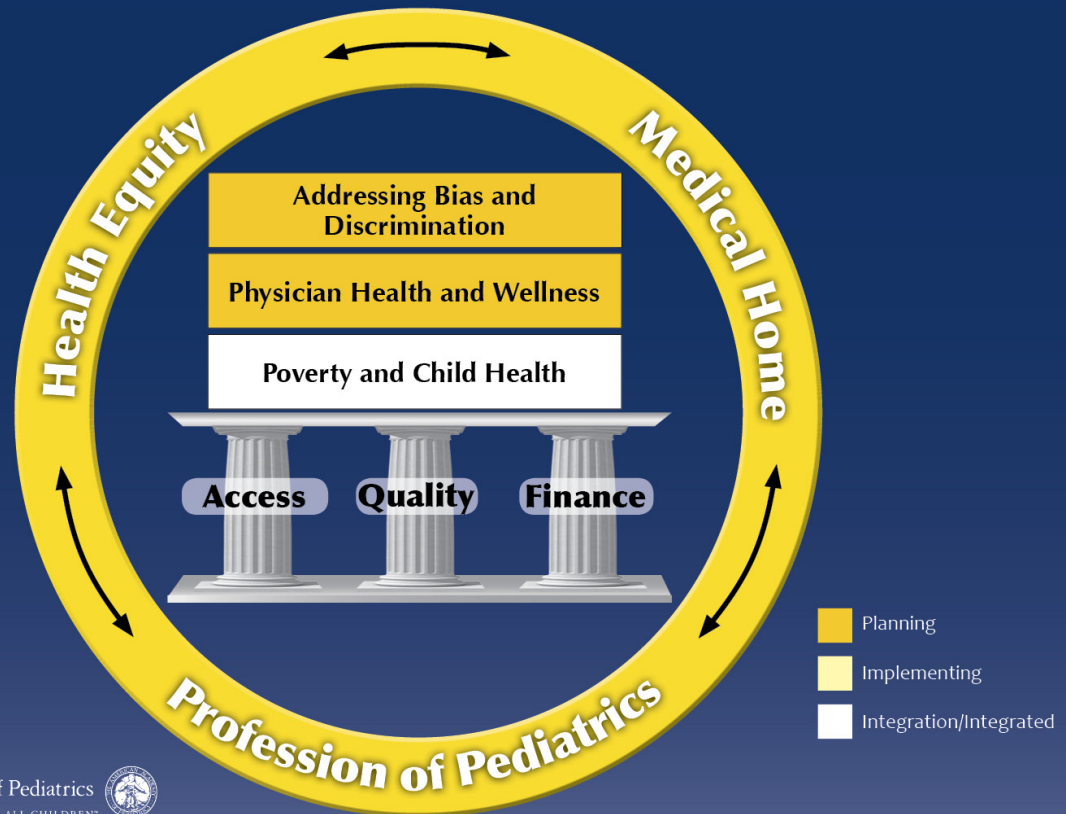
To advance the objectives under Goal #5

- Staff will evaluate the content of chapter management assistance at the district meetings in 2018 and plan for 2019 district meetings in Itasca.
- Staff will evaluate the feasibility of recording and archiving ALF and district meeting management and leadership sessions on aap.org.
- Staff will continue to assess institutional membership at the chapter and national level.
- Staff will assist chapters in the implementation of the Task Force on Diversity and Inclusion recommendations and report on progress at the 2019 May Board Meeting.
- Staff will support the Board and District Vice Chairpersons in the planning of the 2019 district meetings in Itasca based on data from the chapter needs assessment.
- Staff will provide assistance to chapters with member recruitment and retention, including a focus on reasons for non-membership, and report to the Board of Directors.
- Staff will leverage revised internal structure/re-organization to support chapter advocacy initiatives.
- Staff will foster participation by chapters in the association management pilot program.



AAP Agenda for Children 2017-2018

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Mission

The mission of the American Academy of Pediatrics (AAP) is to attain optimal physical, mental, and social health and well-being for all infants, children, adolescents, and young adults. To accomplish this mission, the AAP shall support the professional needs of its members.

Vision

Children have optimal health and well-being and are valued by society. Academy members practice the highest quality health care and experience professional satisfaction and personal well-being.



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