



American Pediatric Society 2019 **5-Year Strategic Plan** Charting the Future and Ensuring Member Value

The American Pediatric Society has successfully completed a yearlong, robust strategic planning process aimed at enhancing organizational direction and ensuring value for its membership. The resulting five-year strategic plan builds upon APS' distinguished honorific legacy while balancing the needs of a diverse and evolving membership--those who will lead the future of academic pediatrics. The APS' refined mission and vision statements reflect this balance.

Mission:

- Shaping the future of academic pediatrics through engagement of distinguished child health leaders to represent the full diversity within the field.

Vision:

- Advance child and adolescent health and well-being through engaged, diverse, inclusive, and impactful community of pediatric thought leaders.

Three focus areas -- reflecting a "head, heart, and hands" approach -- will frame APS' direction over the next five years:

- Exercising thought leadership to shape the future of academic pediatrics and child health
- Advocating for child health by leveraging APS members' expertise and credibility
- Providing career support that helps ensure academic pediatric leaders maximize their professional aspirations

The strategic focus areas are purposefully integrated. Inspired thought leadership serves to guide relevant and impactful advocacy efforts as well as tailored career support. Weaving these threads will require the applied wisdom and involvement of both APS leaders and members to catalyze the organization's potential and achieve collective impact.

Following are the respective goals, strategies, and metrics that will guide the APS from 2019-2024. A full roster and implementation guidance by focus area are located in the **Appendix**.



APS STRATEGIC FOCUS AREAS

THOUGHT LEADERSHIP:

Shaping the future of academic pediatrics and child health by exercising thought leadership.

Goal #1

- Highlight and drive action on key challenges facing child health and academic pediatrics.

Strategy

- Initiate and direct a multi-pronged approach to a "Pediatric Issue of the Year"
 - ▶ Issue-focused "APS Day @ PAS"; Journal commentaries/OpEds; website communications; convenings

Goal #2

- Expand APS' visibility to new and existing audiences.

Strategy

- Establish the APS Howland Awardee Visiting Professor Grant Program.

Metrics

- Number of times that APS highlights important papers / lectures from its members on its website
- Number of times that people, publications, etc. seek out APS for its position, input, and expertise on an issue or topic
- Frequency of social media and online engagement
- Members' perception of APS as an organization of pediatric thought leaders
- Number of APS-sponsored publications/products/events per year
- Number of thought leadership outcomes / events influenced by APS' involvement as an organization



APS STRATEGIC FOCUS AREAS



Advocating for child health by leveraging APS members' expertise and credibility.

Goal #1

- Expanding/re-envisioning the role of the APS Advocacy Committee.

Strategies

- Expand the membership of the Advocacy Committee, including determining numbers, special interest/expertise, and terms of appointment
- Charge Advocacy Committee with identifying an Advocacy Focus of the Year (could be >1/year)
- Enable/Empower Advocacy Committee members to be impactful, visible academic pediatric/child health advocates
- Use Pediatric Research as a megaphone for APS' advocacy positions
- Improve APS/Pediatric Policy Council communication to demonstrate APS' impact

Goal #2

- Establishing APS Advocacy Collaborations in multiple states within the US.

Strategies

- Partner with local chapters of American Academy of Pediatrics, March of Dimes
- Interact with the Pediatric Policy Council for high-level support and ability to engage with other Pediatric Policy Council member organizations
- Supervised by the Advocacy Committee, phase in and develop process to identify members with specific content, lobbying, and other advocacy expertise

Metrics

- Members' engagement in federal advocacy
- Number of legislative activities or accomplishments reported by APS members
- Members' awareness of Pediatric Policy Council and other advocacy activities
- Establishment of an "advocacy corner" on APS website and in Pediatric Research and attendant website "hits"



APS STRATEGIC FOCUS AREAS



CAREER SUPPORT:

Providing career support to enable academic pediatric leaders to maximize their professional aspirations.

Goal #1

- Support 'next stage' engagement for senior academic pediatricians and child health leaders.

Strategies

- Pursue and offer non-APS coaching resources (e.g. curated list of life coaches)
- Provide programming at PAS Meeting and throughout the year
- Consult with non-medical organizations to learn about programs which may inform the development of our transition efforts.(e.g. AARP)

Goal #2

- Support members who consider career transitions or pivots.

Strategies

- Develop a coaching program for APS / SPR members who consider career transitions or pivots
- Generate pediatric-focused programming through multiple channels (e.g. webinar, at PAS Meeting)

Metrics

- Uptake of career support offerings
- Satisfaction levels with APS membership
- Creation of career support partnerships
- Identity and perception of APS as go-to resource for career support
- Career satisfaction and optimism after attending an APS career support workshop



Appendix

Please note that the entire APS Council participated in the Strategic Planning Process, listed below. Their generous and insightful contributions were essential to the success of this effort, along with guidance of the APS Support Team.

2018-2019 Council Roster

BRUCE D. GELB, MD, President

The Gogel Family Prof of Child Health and Devel
Professor of Pediatrics and Genetics & Genomic Scs
Director, Mindich Child Health and Development Inst
Icahn School of Medicine at Mount Sinai
One Gustave L. Levy Place, Box 1040
New York, NY 10029

ROBIN H. STEINHORN, MD, Vice President

Senior Vice President
Department of Hospital & Specialty Services
Children's National Health System
111 Michigan Avenue, NW
Washington, DC 20010

ELENA FUENTES-AFFLICK, MD, MPH, Past President

Professor of Pediatrics, UCSF
Chief of Pediatrics, San Francisco General Hospital
University of California-San Francisco
1001 Potrero Avenue, Mailstop 6E
San Francisco, CA 94110

CHRISTINE A. GLEASON, MD,

Secretary / Treasurer
Professor of Pediatrics
Department of Pediatrics
Division of Neonatology
University of Washington
1959 NE Pacific Street, Box 356320
Seattle, WA 98195-6320

LESLIE R. WALKER-HARDING, MD

Professor and Chair
Department of Pediatrics, H085
Pediatrician-In-Chief
Milton S. Hershey Medical Center
Medical Director
Penn State Health Children's Hospital
500 University Drive
P.O. Box 850
Hershey, PA 17033-0850

STEPHEN R. DANIELS, MD, PhD

Professor of Pediatrics
Chairman, Department of Pediatrics
University of Colorado School of Medicine
Pediatrician-in-Chief
L. Joseph Butterfield Chair in Pediatrics
Children's Hospital Colorado
13123 East 16th Ave B065
Aurora, CO 80045
720-777-2766

CLIFFORD W. BOGUE, MD

Secretary / Treasurer, Elect
Waldemar Von Zedtwitz Professor of Pediatrics
Chair, Pediatrics
Yale School of Medicine
Chief Medical Officer
Yale-New Haven Children's Hospital

JONATHAN M. DAVIS, MD

Professor of Pediatrics
Department of Pediatrics/Neonatology
Tufts Medical Center
800 Washington Street

NORMAN D. ROSENBLUM, MD

Staff Nephrologist and Senior Scientist
Hospital for Sick Children
Peter Gilgan Centre for Research and Learning
686 Bay Street, 16th Floor, Room 16.9709
Toronto, ON M5G 0A4 Canada

MICHAEL R. DEBAUN, MD, MPH

Professor of Pediatrics and Medicine
Vice Chair for Clinical and Translational Research, Pediatrics
Director, Vanderbilt-Meharry Center of Excellence in Sickle Cell
Disease
JC Peterson Endowed Chair in Pediatrics

CANDICE FIKE, MD

Professor, Department of Pediatrics
Division of Neonatology/Research
University of Utah Health
Dept. of Pediatrics, Williams Bldg.
295 Chipeta Way
Salt Lake City, UT 84108-1220

APS Strategic Planning Support Team

EILEEN FENTON
Executive Director, APS-SPR-PAS

JAIMEE CHUMLEY
Association Director, APS

MERRICK HOBEN
Director, Consensus Building Institute
