

## Association of Pediatric Program Directors

### Strategic Planning

September 26 – 27, 2006

Reston, VA

#### Introduction

A strategic plan serves as a roadmap for an organization. It provides direction, clarity, priorities and a framework for the leadership and staff. It should guide the board of directors and committees in achieving goals and allocating resources to meet member needs and to position the organization.

The APPD met at the Hyatt Regency in Reston, Virginia to set an aggressive five-year plan for the association.

The following members and staff participated: Rob McGregor, President – APPD; Jim Bale, Carol Berkowitz, Ann Burke, Carol Carraccio, Annie Church, Mary Gallagher, Tom George, Joe Gilhooly, Susan Guralnick, Patty Hicks, Sally Koons, John Mahan, Keith Mann, Cindy Osman, Adam Pallant, Ted Sectish, Monica Sifuentes, Nancy Spector, Surendra Varma, Cliff Yu, George Degnon and Laura Degnon.

Bob Harris, CAE, facilitated.<sup>1</sup>

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### **Mission, Vision and Values**

The mission statement identifies the organization, its primary audience and what it offers. The vision is where the association aspires to be in 10 or 20 years. A values statement identifies principles guiding the association.

### **Mission Statement – Existing**

In order to ensure the optimal health and well being of children, the Association of Pediatric Program Directors strives for excellence in pediatric graduate training programs by:

1. Providing a voice and venue for defining, promoting, and improving pediatric graduate medical education
2. Enhancing the career development, professional satisfaction, and scholarship of individuals in the pediatric graduate medical education community
3. Promoting leadership and collaboration with related organizations.

### **Mission – Proposed**

The Association of Pediatric Program Directors is committed to excellence in pediatric graduate medical education to ensure the health and well-being of children.

### **Vision – Proposed**

Exemplary pediatric education.

### **Values**

- Innovation
- Collaboration
- Communication
- Scholarship

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**Goals Set in 2001 and 2006****2001 Goals**

- 1) Career Satisfaction
- 2) Membership
- 3) Education
- 4) Investment in Technology
- 5) Financial Investment in the Future

**2006 Goals**

- 1) Lead, Collaborate and Advocate
- 2) Foster Professional Development
- 3) Promote Innovation and Best Practices in Educational Programming
- 4) Ensure the APPD Infrastructure Meets Needs to Achieve Strategic Initiatives

Working Document; last updated 4-25-07

<b>Goal 1: Lead, Collaborate and Advocate to Advance Pediatric GME</b>	<b>Facilitator(s)</b>	<b>Timeline</b>
I. Position the APPD to influence the philosophy and structure of pediatric graduate medical education by maintaining a leadership role and proposing initiatives for the training of pediatricians.		
A. Maintain liaisons and explore opportunities to expand affiliations with allied organizations to monitor and report to the board.	Each board member to maintain at least one liaison relationship and attend annual meetings	Ongoing
1. Continue current liaisons	Board members	Spring 2008 - Ongoing
a. Explore APA and APPD joint meeting ventures	Rob McG and Board	Spring 2007 – Spring 2008
b. Tighten Link with COMSEP	Task Force Chairs	
aa. One mutual project outlined for each task force	COTFC	Begin Summer 2007, Operationalize Winter 08
bb. Plan combined meeting with COMSEP for Spring 09	Board / Meeting Planning Subgroup	Summer 2007 – December 2008
c. Explore new liaisons	Board	Ongoing

2. Enhance relations with the American Board of Pediatrics.		
a. Maintain a cooperative approach and serve as a resource in the R3P project.	Board (Ted Sectish)	Ongoing
aa. Organize work groups	Rob McG and Board (Small group leaders: Susan Guralnick, Ann Burke and Joe Gilhooly)	Spring 07
b. Serve as a resource to the American Board of Pediatric Program Director's committee	Board	Ongoing
c. Engage with ABP on Professionalism Project	Rob McG with Joe Gilhooly, John Co, Leslie Mahalek (OSU)	Spring 2007
aa. Vet Professionalism curricular project	Curriculum and Eval Task force	Spring 2007 – Spring 2008
bb. Explore presentation at AAMC	Rob McG, Joe Gilhooly	Spring 2007 – 2008 AAMC meeting
d. Seek new opportunities to link with ABP	Rob McG, Ted Sectish and Board	Ongoing
3. Maintain dynamic communications with RRC; seeking a seat and serving as a nominating source.		

a. Continue Case-log project assisting design of Continuity requirements	Patty Hicks, Jerry Rushton, Rob McG	Fall 2007
b. Explore strategies to seek an RRC seat	Board – engage Ed Z and Carol C; approach David L	Fall 2007
4. Integrate leadership training by APPD to expand the number of members qualified to monitor, influence and report on public and private sector issues. (Advocacy)	Board and leaders of other related organizations	Spring/Fall 2008
B. Partner with ACGME in a collaborative and proactive manner.		
1. Continue work with ACGME Case log	Patty Hicks, Jerry Rushton, Rob McG	Fall 2007, Product by Spring 2009
a. Engage Continuity SIG of APA to assist and vet	Patty Hicks, Jerry Rushton, Rob McG with John Olsson	Spring 2007
C. Undertake lobbying efforts and/or collaborate with effecting lobbying groups to acquire medical education funding to programs rather than institutions.	Board	Spring 2008 – Spring 2009
1. Promote the transparency and understanding of GME funding sources and streams.	Board, R3P group and others	Spring 2008
2. Develop and support one or more think tanks to explore methods to enhance GME funding. Share results and data with mutual organizations.	Board	Summer 2008 – Winter 2009
3. Educate Program Directors regarding funding sources and influences.	Board, Secretary-Treasurer, Action team and think tank leaders	Fall 2008

a. Write position paper summarizing results of conference	Action team	Winter 2008
D. Promote opportunities for other leadership positions.	Board	Summer 2007
1. Develop Meeting Planning Committee	Board	Spring 2007
2. Identify Members for external leadership positions	Board	Ongoing

<b>Goal 2: Foster Professional Development (support members in their academic advancement, administrative activity, enhance their position within their institution, personal academic growth and preserving life-work balance)</b>	<b>Facilitator(s)</b>	<b>Timeline</b>
I. Serve as a Resource for Program Directors.	Rob McG, Susan Guralnick, Ted Sectish and Professional Development Task Force	Spring 2008
A. Enhance the role of Program Directors through education, quality resources and leadership programs.		
1. Review models of successful PDs to develop a rationale and tools for empowerment.		
a. Perform needs assessment	Research Task Force / Faculty Dev Task Force	Fall 2007
b. Summarize and publish needs assessment	Research T Force	Winter 2008

c. Contact organizations representing business administration education	Board	Fall 2007 – Winter 2007
d. Identify speakers within each task force	Task Forces	Spring 2007 – Fall 2007
2. Identify the skillset, qualities and qualifications essential to the position.	Professional Development Task Force; outlined specifically by Board	Spring 2007
a. Contact the organization representing program business administrators to determine cooperative programs and resources.		
b. Assemble representative job descriptions for various settings; publish as a best practice resource.	Professional Development Task Force	Winter 2008
c. Assemble evaluation methods, templates and proven processes	Professional Development Task Force and partner with AMSPDC	Spring 2008
3. Develop specific strategies to enhance the role and position of Program Director.	Board (Faculty Development Task Force)	Fall 2009
4. Provide education and training in the skillset	Curriculum TF , Meeting Planning committee (Board and Fac Dev Task Force)	Fall 2009 and ongoing
5. Study and develop a model Program Director position, initially focusing on:	Program Management (PM) Task Force	Spring 2009

a. Research and identify various program organizational-management	PM Task Force	
b. Models for comparison and contrast	Research Task Force and PM Task Force	Fall 08
c. Define scholarly activity for the program director and promote the academic value of this work in traditional academic settings	Board (tap successful promoted colleagues)	
d. Conduct salary and benefits survey; publish as resource and make available for sale to non-member programs.	Research Task Force and PM Task Force	Fall 2008
e. Promote work-life balance solutions	Pro Dev PD Task Force	
B. Enhance the Scholarship of the Program Director	Research Task Force and Professional Dev Task Force	
1. Develop collaborative projects	Research Task Force with ABP, COMSEP and others	
a. Develop project to develop a package of best practice for procedure competency modeled after Southwestern's work – focus on 16 procedures with curriculum, evaluation and documentation components	Board creates action team (Patty Hicks)	Spring 2007
aa. Schedule planning retreat	Rob McG and Board	Spring 2008
bb. Acquire funding for this specific part of this project	Rob McG and Board	Preliminary \$ by Fall 2007; rest to follow project due fall 2010

b. Offer collaboration and networking to implement the study/project with other residency and training programs; with R3P project; with ABP; and, with other organizations, i.e. COMSEP.	Board (Ted Sectish)	Summer 2007 and ongoing
c. Define the project and stage the implementation of projects	Action Team	Fall 2007
d. Review product from a above; and analyze results.	Curriculum and Evaluation task forces	To follow project
e. Disseminate through product distribution, publication (package product with faculty development tools, teaching materials, curricular and evaluation packages).	Share warehouse, Ann Burke, Learning Tech Task force (Prof Dev Task Force)	To follow project
f. Oversee, approve and maintain as intellectual property, Collaborative Research Project in Pediatric Education	LEARN (Patty Hicks)	Fall 2007
g. Monitor outcomes of new product (curriculum or evaluation tools) across. a variety of settings and revise to achieve best practice model	Evaluation TF	
h. Obtain funds to support a-g		
2. Consideration for Future Projects		
a. Program Director Boot Camp; Program Director Executive Training Certificate; Program Director Leadership Training Program (PDLTP)	Think Tank	Fall 2007
b. Explore the creation of a PD executive style, certificate program, potentially in conjunction with a university. (See 2. a. above)	Board (Ted Sectish, Rob McG)	Fall 2008
aa. Explore existing models		

bb. Consider economic impact, return-on-investment for APPD and PDs.		
cc. Identify potential allied partners in the certificate program.		
dd. Develop a model for PDs and allied personnel with multiple methods of learning and delivery (on-site, weekends, on-line, etc).		
ee. Identify Target Audience (perhaps new and aspiring Program Directors and division chairs.)		
ff. Based on the PD executive certificate program, eventually make PD Certification a respected requirement (10 to 15 years in future.)		
gg. Curriculum considerations: Evaluation Methodology, Counseling, Conflict Resolution-Negotiation, ABP Certification, Curriculum Development, ACGME Accreditation, Intern Selection, Organizational Management, Interpersonal Dynamics/Personality Styles, Adult Learning Theory, Budgets and Balance Sheets, Personal Mission Statements, Portfolio.		
hh. Serve as a Resource for Associate Program Directors (APDs) career development and satisfaction.	Pro Dev Task Force (and APD SIG leaders including Nancy Spector, Keith Mann, and Monica Sifuentes)	Spring 2007
c. Create and enhance mentoring for APDs, both senior and peer mentors.	Faculty Dev Task Force, Volunteer mentors from Susan Guralnick's list	Spring 2007 – Spring 2008

aa. Define the skillset, qualities and qualifications of APDs and serve as a resource.		
bb. Promote work-life balance solutions		
d. Serve as a Resource for Program Coordinators (PCs) career development and satisfaction.	Prof Dev TF for Coordinators	Spring 2007 – Fall 2008
aa. Identify methods for educating program chairs, department and hospital administration and PDs about the roles and responsibilities of PCs.		
bb. Develop new model job description or assemble sample job descriptions for PCs; build upon the existing APPD job descriptions.		
cc. Update the existing PC salary and benefits survey; promote availability.		
dd. Promote certification and its value.		
ee. Continue scholarship program.		
ff. Review PC task force structure, charges and outcomes.	Program Coordinators Executive Committee	Fall 2007
e. Serve as a Resource for Chief Residents (CRs) career development and satisfaction.	Board with Vinny Chen, Monica Sifuentes	Ongoing
f. Serve as a Resource Fellowship Directors (FDs) career development and satisfaction. (work in consort with CoPS)	Joe Gilhooly, Susan and Rob McG	Ongoing

<b>Goal 3: Promote Innovations and Best Practices in Educational Programming</b>	<b>Facilitator(s)</b>	<b>Timeline</b>
I. APPD will be a major source for developing cutting edge educational products.		
A. Support and reward persons for sharing innovation. (i.e. recognition awards, honor roll, service awards, etc.)	Board	Spring 2007 and ongoing
B. Package and disseminate the innovations. (Share Warehouse)	Task Forces, Share Warehouse (Ann Burke)	Spring 2007 and ongoing
C. Seek outside funding support. Seek out members of the association who may be skilled at this, and who may be willing to take this on in some leadership role.	Board and “volunteers”	Fall 2007
1. Develop Board Members’ skills at fund raising	Executive Director (Laura Degnon) and Board	Fall 2007
D. Create a “Development Committee”	Board	Fall 2007
E. Develop think tank(s) to explore innovation and best practices in education.	Joe Gilhooly, COTFC, Presidents, Share Warehouse:	Ongoing try to do by Spring 2008
1. Pursue options and tease out these ideas	Joe Gilhooly, Ann Burke, Adam Pallant	Fall 2007
2. Appoint Board Member to take charge of this process, identify the focus of this project and who should be involved. A 3 month timeline for a rough outline	Joe Gilhooly	Fall 2007 for meeting in 2008 -

for the project would be reasonable.		2009
F. Develop peer review process	Share Warehouse (Patty Hicks, Ann Burke, James Bale, John Co, and Board)	Discuss Fall 2007; Begin Spring 2008
G. Identify effective approaches for the annual conferences to serve the education and scholarship needs of members.	Conf planning cmte with board approval	Spring 2007
1. Appoint an ad hoc committee on “exploring options” for spring, fall and possibly other meetings.	Board to appoint an ad-hoc conference planning committee (Susan, Adam, Monica)	Spring 2007
a. Appoint a standing Spring Program Committee to plan the spring meetings. (Board will still plan fall meetings)	Board	Spring 2008 to plan Spring 2009 Meeting
b. Needs assessment of members.	Board and Planning Committee	Fall 2007 and Ongoing
c. Include and explore applications for CME for meetings outside spring	Planning Committee	To follow meeting schedule
d. Brand and market the distinction and intended audiences of APPD education and annual conferences.	Planning Committee	Spring 2008 and Ongoing
e. Align workshops with certification development program innovative work	Board, Share Warehouse:	TABLE FOR NOW
H. Develop new venues to disseminate research and program innovation.		

1. Consider creating a PD journal ( <i>appoint ad hoc committee to develop white paper.</i> )	Ad Hoc committee, Board, Research TF chair, APPD LEARN	Fall 2008
a. Consider developing an Ambulatory Pediatrics (journal) GME supplement or insert.	Ad Hoc committee, Board, Research TF chair, APPD LEARN	Fall 2008
b. Explore options to publish meeting poster abstracts	Board (Joe Gilhooly leading)	Spring 2007 (publish 2008 Annual Meeting abstracts)
2. LEARN (Longitudinal Educational and Research Network)	Via Share Warehouse (Patty Hicks to lead with her first part of procedural competency project); Board and others	Begin Spring 2007
3. Explore other models (CORNET/PROS for lessons learned)	Ann Burke, Board, Laura Degnon, Janet Serwint (CORNET founder)	Spring 2007 and Ongoing
4. Determine roles and responsibilities of Share Warehouse and how it interacts with the COTFC	Ann Burke, Board, Laura Degnon	Spring 2007 and Ongoing
I. Establish special projects rules for winners citing APPD Special Projects as Funding source	COTFC	Summer 2007
1. Outline expectations of project awardees	COTFC	Spring 2007 – Fall

		2007
J. Create a PD core competency curriculum that covers the spectrum from career entry to exit.		
1. Assess education needs of Program Directors (PDs) (both categorical and subspecialty director), Associate Program Directors (APDs), Chief Residents (CRs), Program Coordinators (PCs), and others we work closely with	Curriculum Task Force and New Meetings Group, Nancy Spector, Keith Mann and Monica Sifuentes for APDs; Vinny Chen and Ed Z for CRs; Coordinators Executive Committee	Spring 2007 and Ongoing
2. Deliver education through variety of platforms, including workshops, on-line, pre-seminar work, individual learning programs, etc.	Share Warehouse, Joe Gilhooly, Think Tank, Board and “Editorial Board” for APPD LEARN, Patty Hicks, Ann Burke, Jim Bale, et al	Ongoing with initial meetings in Fall of 2007
K. Lead the change in culture and climate of the learning environment.		
1. Review and foster methods of self-directed study, individual learning plans.	Pedialink working group reps, COTFC, Board, Share Warehouse and Think Tank:	Ongoing
2. Provide opportunities for programs to share experiences with ILPs, lessons learned; and be a resource for seeking web based curricula.	Pedialink working group reps, COTFC, Board, Share Warehouse and Think Tank:	Ongoing
3. Convert learners to self-directed learning by providing workshops and web	Board, APPD LEARN,	Ongoing

based resources.	COTFC	
4. Define directed outcomes.	Carol C, Bob Englander, Board, APPD LEARN, COTFC, and others	Ongoing and complete in 2009.
5. Encourage use of portfolio continuum.	Carol C, Share Warehouse, Meetings Committee, Board	Ongoing with significant strides by Spring 2008
a. Provide workshops and platforms/formats for this, to facilitate members beginning to use portfolios.		
b. Share best practices.		
c. Collaborate with ABP, CoPS, ACGME, and other educational organizations regarding aligning portfolios	Board with Presidents	Ongoing
6. Work proactively with the ACGME in developing their objectives.	Procedure group, Carol C, Board (especially presidents), APA Continuity SIG	Ongoing
7. Offer new, best models of learning to faculty. Disseminate with Share Warehouse, sponsor workshops, pre meeting info:	Faculty Dev. Task Force	Now and Ongoing
L. Develop a pediatric training speaker's bureau to draw on the expertise of members and PD emeriti.		
1. Develop guidelines for topics, bookings, honoraria, regional usage, etc.	Board enlisting Carol Berkowitz and Ken Roberts	Fall 2007

M. Promote best practices of technology		
1. For APPD.		
a. Identify and Use Learning Tech Task Force on Share Warehouse:	Share Warehouse (Ann Burke) and Learning Tech TF (Abhay D and John M)	Spring 2007 and Ongoing
2. For individual programs.		
a. Identify, Use and Share our Share Warehouse and COTFC TF sites	Share Warehouse (Ann Burke) and Learning Tech TF (Abhay D and John M)	Spring 2007 and Ongoing.

<b>Goal 4: Ensure the APPD Infrastructure Meets Our Strategic Initiatives</b>		
I. Financial		
A. Enhance revenue streams for APPD.		
1. Set a goal of dues to non-dues revenue.	Board, Secretary/Treasurer	Spring 2007 and Ongoing
2. Seek outside support (See Goal 3, item I, C, a)	Board	Fall 2009
B. Ask members if they are interested. Do a call for experts from our membership		Fall 2009

C. Create Development Committee (See Goal 3, I, D)	Board	Fall 2007
D. Identify and engage experienced PDs in grant writing and grant writing resources at the program to write for APPD		Spring 2008
E. Systematically review our investments	Board and Secretary/Treasurer	Spring 2007 and Ongoing
F. Develop an ethics statement for investments and the pursuit of outside income.	Board and Secretary/Treasurer	Spring 2007.
G. Establish a reserve of \$1 million ( <i>set a year/goal.</i> )	Board	2012/ 1,000,000
II. Membership		
A. Assess current membership categories and consider potential expansion while considering impact, ROI and bylaws requirements; including Chief Residents, PD Emeriti, Fellowship Directors and potentially “other” Medical Educators.	Board and COTFC	Start 2007 Fall and Report at Spring 2008
1. Ensure member satisfaction and buy-in to the strategic plan	Board	Spring 2007 and Ongoing
a. Disseminate Executive Summary of Strategic Plan	Ted Sectish, Rob McG and Laura Degnon	Spring 2007
b. Disseminate annotated Strategic Plan	Board, Laura Degnon	Spring 2007
c. Present Overview of Strategic Plan	Rob McG	Spring 2007
2. Assess member satisfaction	Board	Ongoing

a. Conduct focus group and member-select-surveys.	Adam Pallant	Summer 2007
b. Monitor dues-renewal rates and market penetration.	Laura Degnon and Secretary-Treasurer	Fall 2007 and Ongoing annual at Fall Meeting
c. Acquire member satisfaction and needs by using the regions.	CORC	Spring 2008 and Every 2 years
d. Create a brief series of questions for regional leaders to discuss at upcoming regional meetings with expectation of feedback to the board.	Board (Adam Pallant)	Fall 2007
3. Develop tangible member benefits and APPD intellectual property ( <i>i.e. compensation study, model job descriptions manual, etc.</i> )	Board	Fall 2008
B. Structure		
1. Review task force and committee structure to ensure their effectiveness	Board and COTFC	Spring 2007 and Annually
a. Establish clear expectations of committees and task forces.	COTFC carve out meeting time with current, former, rising presidents of APPD to clarify and codify expectations and reporting lines.	Spring – Summer 2007
b. Develop a project and progress matrix so board can monitor Committee and Task Force efforts. Creation of reporting document for Task Force Chair to complete-listing one to three major annual goals, timeline for	President-Elect (Rob McG to extract tasks from our strategic plan for task forces)	Create matrix at the COTFC meeting Spring 2007, and

progress report, and report upon completion.		review it at each quarterly COTFC conference call.
c. Promote accountability, outcomes and linkage between Board and Task Forces.	COTFC	Fall 2007
d. Written report from each chair to the Board twice a year.	Task Force Chairs	Bi-Annually
e. Facilitate the existing meetings of the Council of Task Force Chairs (include President-Elect)	COTFC	Fall 2007 and Quarterly Thereafter
f. Establish recognitions and nominate individuals for awards for successful committee participation and outcomes (i.e. recognition awards, honor roll, service awards, etc.)	COTFC with final approval by Board	Finalize Spring 2008
2. Provide guidance and resources to the APPD regions.		
a. Encourage collaboration and publication of best practices and innovation. Expand website features to facilitate collaboration.	CORC	Spring 2008 - 2009
b. Develop regional networks as valuable solution centers. (e.g. Use the regional meetings and listservs as a place to get member input about important issues)	Board and CORC	Fall 2008 – Spring 2009
c. Explore discussions with CORC to publish and disseminate regional results and solutions.	CORC and Shared Warehouse	Ongoing
d. Identify local expertise within the regions.	CORC	Should be updated annually.

e. Assess the regional fiscal needs	Regional Chairs (CORC)	Fall 2007
f. Determine how we can best support the financial needs for the individual regions	Board	Spring 2008

<b>GOAL 5: Plan a 25<sup>th</sup> Anniversary (2010) Promotion to highlight APPD's achievements and future prospects</b>	Board / Management	Begin planning 2008
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