



Strategic Plan 2022 – 2025

Approved by the Board of Trustees, March 2022

MISSION

To support and empower the pediatric hematology and oncology medical and scientific community.

VISION

Improved health and a better future for children, adolescents, and young adults with cancer and blood disorders.

VALUES

Collaboration, Compassion, Diversity and Inclusion, Health Equity, Innovation

Goals and Objectives (three-five years)

Goals represent **outcome-oriented statements** intended to guide and measure the organization's future success. The achievement of each goal will move the organization towards the realization of its "Envisioned Future."

Supporting **objectives further clarify direction** and describe what the organization wants to have happen. In other words, a descriptive statement of what constitutes success in measurable terms.

Various **implementation strategies and tactics** identified during the planning session will be captured, prioritized, and implemented by committees charged with developing plans that support and advance goals and objectives outlined in the Strategic Plan once Phase 3 (Plan Development & Approval) ends and Phase 4 (Strategy & Tactical Planning) begins. Ongoing implementation and oversight are provided by the Board and senior management team.

GOAL: IMPACT / ADVOCACY

Strengthen the impact on pediatric hematology/ oncology care through advocacy and partnerships.

Objectives

1. Advocate for identified priorities that support the needs of children, adolescents, and young adults with blood disorders and cancer.
2. Ensure ASPHO is considered an essential resource by media, policymakers, and health care providers for information and consultation.
3. Establish and expand strategic partnerships to speak with one voice and broaden the audience of stakeholders to advance education and improve care of patients.
4. Harness the expertise of members to advance the needs of pediatric hematology/oncology professionals and patients.

GOAL: DISCOVERY / RESEARCH

Promote research and innovation to enhance understanding of disease processes and improve patient outcomes and care delivery.

Objectives

1. Promote and disseminate cutting edge discoveries.
2. Encourage collaborative translation of pediatric hematology/oncology research.
3. Increase engagement of leading investigators with ASPHO.
4. Develop funding opportunities to support pediatric hematology/oncology investigators/researchers.

GOAL: EDUCATION / KNOWLEDGE

Provide a comprehensive portfolio to address the diverse educational needs of learners.

Objectives

1. Develop and deliver educational offerings appropriate for each career stage, accommodating diverse learning needs and preferences
2. Accelerate the understanding and implementation of clinically relevant scientific discoveries.
3. Promote rigorous evaluation of educational programs and foster continuous improvement

GOAL: COMMUNITY / PROFESSIONAL DEVELOPMENT

Deliver opportunities for career development and community engagement.

Objectives

1. Address the spectrum of challenges along different career stages by maximizing leadership and professional development resources.
2. Create meaningful engagement opportunities for productive interaction between members, and the Society.
3. Serve as a voice and a community for pediatric hematology/oncology fellowship trainees and program directors by promoting best practices related to medical education.

GOAL: PRACTICE / WORKFORCE

Assess and communicate trends and innovations in our workforce and practice models.

Objectives

1. Regularly assess and identify changes in the workforce at all stages.
2. Regularly assess a variety of pediatric hematology/oncology specialty practices and identify innovative models, processes, and utilization of technology.
3. Disseminate assessment of workforce trends and innovative practice strategies to the community.
4. Promote and support QI research to improve care delivery and patient safety.

THE PROCESS

ASPHO's Board of Trustees engaged in a strategic planning process to review and update its priorities and goals, originally adopted in 2017, and create a road map that guides its decision making, budgeting and tactical planning for the next 3-5 years. The Society has made significant advancements to meet many of its goals and objectives in areas such as advocacy, education, discovery and workforce development. Still, in the ever-changing world of healthcare, it's imperative to consider trends in the field, the needs of the specialty and Society opportunities to plan ASPHO's strategic approach for the next several years. To assist in this process, ASPHO engaged consultant Mark Engle, DM FASAE CAE, Principal of Association Management Center.

A critical piece of any planning process is the input of the membership on current goals, emerging issues and future direction. In summer of 2021, qualitative research focus groups were conducted with various stakeholder groups to determine environmental trends and the impact of those trends on the interviewee's professional environment and to identify perceptions of ASPHO and future areas of focus for the Society. ASPHO leadership and staff determined stakeholder groups and individuals to interview, and they included active volunteers (board, committees, and SIGs); new members; prospective members/customers of the Society and advanced practice providers. Based on data collected during the focus group engagement, the consultant conducted a survey of both members and nonmembers to address key issues, such as reasons to join and renew, importance of and satisfaction with current ASPHO offerings, professional challenges and ways to help today's pediatric hematology/oncology subspecialists and allied professionals navigate the current landscape. The survey also helped ASPHO assess opportunities to enhance its retention and attract new audiences to the organization. Finally, the survey included key demographic questions that allowed for a segmented data analysis, leading to more precise value proposition statements and organizational strategies.

This information was gathered and summarized by the consultant team and shared with the Board of Trustees during a two-day strategic planning session facilitated by Mark Engle. ASPHO's Core Mission, Vision and Values were updated during the process to reflect the current environment and member input. Previously, the Society has been guided by five goals: External Awareness & Advocacy, Discovery, Education and Workforce. Advocacy, Discovery, and Education remain important areas to prioritize efforts and resources. Emerging priorities now identified based on the feedback and process expand Professional Development to include Community Engagement and Workforce to include Practice issues.

In consultation with Mark Engle and his team, senior staff summarized the ideas and input of the Board during its session creating a draft strategic plan for review during a 2022 spring Board of Trustees meeting. With minor refinements, the final plan was approved in March 2022. Next steps will be for committees and workgroups to implement strategies to meet their refined charges that support and advance the goals and objectives of the strategic plan.