



Strategic Plan 2017 – 2021

Approved February 2017

The Process

ASPHO's Board of Trustees engaged in a strategic planning process to review and update its priorities and goals, originally adopted in 2010, in order to guide the Society for the next 3-5 years. To assist in this process, ASPHO engaged consultant Paul Meyer, President and Co-CEO of Tecker International, LLC. Meyer had facilitated the previous strategic planning efforts for ASPHO in 2010.

A critical piece of any planning process is the input of the membership on current goals, emerging issues and future direction. In summer of 2016, ASPHO conducted a membership survey to identify members' current needs and desires as they relate to ASPHO's current goals; provide relevant data that will help ASPHO determine how to better serve its members; and, gain an understanding of opportunities and strategies for developing plans for ASPHO into the future. In addition, qualitative research telephone interviews were conducted with various stakeholder groups to determine environmental trends and the impact of those trends on the interviewee's professional environment; identify perceptions of ASPHO and future areas of focus for the Society; and gain greater clarity on issues identified in the member survey. ASPHO leadership and staff determined stakeholder groups and individuals to interview and they included active volunteers (board, committees, and SIGs); new members; inactive members who have not attended events or purchased products in the past 5-7 years; leaders in the field, but not active in ASPHO; prospective members/customers of the Society and advanced practice providers.

This information was gathered and summarized by senior staff and shared with the Board of Trustees during a two-day strategic planning session facilitated by Paul Meyer. ASPHO's Core Vision, Purpose, and Values were reaffirmed during the process. Previously, the Society has been guided by four goals: Leadership, Education, Career and Administration. Based on stakeholder input and the Board's satisfaction with progress made in the Administration and Leadership areas, these efforts have been operationalized and the goals removed from the strategic plan. Education and Career Development remain important areas to prioritize efforts and resources. Emerging priorities now identified based on the feedback and process include Discovery, External Relations & Advocacy, and Workforce.

In consultation with Paul Meyer, senior staff summarized the ideas and input of the Board during its session creating a draft strategic plan for review during the 2016 fall Board of Trustees meeting. After further review and refinement, the final plan was approved in February 2017. 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.

Long-term Envisioned Future

The **envisioned future** conveys a concrete yet unrealized vision for the organization. It consists of a **visualization** – a clear and compelling catalyst that serves as a focal point for effort and a **vivid description** which is a vibrant and engaging description of what it will be like to achieve the vision.

Vision:

To be the leading society for pediatric hematology/oncology in a changing environment.

Vivid Description of a Desired Future:

ASPHO serves as a vital network for members seeking collegial support and exchange of ideas; and a leading provider of professional development opportunities for members at all career levels.

ASPHO is sought by pediatric hematology/oncology professionals to access high quality evidence-based education incorporating the latest scientific discoveries.

ASPHO is a leading voice and resource provider for appropriate pediatric hematology/oncology Maintenance of Certification.

ASPHO plays a major role in identifying and addressing physicians needs in response to changes in the workforce environment.

ASPHO actively supports the critical role of discovery in improving the health of pediatric hematology/oncology patients.

ASPHO provides advocacy on issues that affect pediatric hematology/oncology, and is seen as an integral partner with other organizations influencing change on topics important to the profession.

Timeless Core Vision

Core Ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: **Core Purpose** – the organization's reason for being – and **Core Values** – essential and enduring principles that guide the behavior of an organization.

Core Purpose:

To serve our membership in their quest to improve the health and well-being of children, adolescents and young adults with blood disorders and cancer.

Core Values:

ASPHO values...

- compassion
- innovation
- collegiality
- professional development
- quality

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 and working groups 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 is provided by the Board and senior management team.

Goal: EXTERNAL RELATIONS & ADVOCACY

ASPHO will be recognized as the leading voice for pediatric hematology/oncology.

Objectives

1. Advocate for identified priorities that support the needs of children, adolescents and young adults with blood disorders and cancers.
2. Ensure ASPHO is considered essential as a respected resource by media, policymakers, and health care providers for information and consultation.
3. Position ASPHO as the leading physician organization in pediatric hematology/oncology dedicated to working collaboratively to advance educational and professional development needs of the field.
4. Maximize our impact by participating in coalitions and collaborating with other hematology/oncology stakeholders, medical societies, and health care organizations to influence priority issues of mutual interest.

Goal: DISCOVERY

ASPHO will foster the quest for, and application of, novel discoveries in pediatric hematology/oncology.

Objectives

1. Advocate for increased support for pediatric hematology/oncology discovery.
2. Promote the critical role of clinical investigation in moving the pediatric hematology/oncology field forward.
3. Promote high quality scholarly activities.

Goal: EDUCATION

ASPHO will meet the comprehensive educational needs of pediatric hematology/oncology professionals, incorporating discovery.

Objectives

1. Enhance educational offerings to address identified knowledge gaps of pediatric hematology/oncology professionals including advanced practice providers and hospitalists.
2. Leverage technology to provide education in a variety of formats that meet learning methods of members including just-in-time options.
3. Accelerate the understanding of clinically-relevant discoveries.

Goal: CAREER DEVELOPMENT

ASPHO will be recognized by the pediatric hematology/oncology community as the leading resource & source of support for its continuous career advancement.

Objectives

1. Advocate for the optimal certification/recertification requirements in our field, including pediatric hematology, oncology and bone marrow transplant.
2. Provide resources to support members' needs in meeting certification/recertification requirements.
3. Identify optimal training pathways and encourage scholarship compatible with career choices.
4. Enhance ASPHO's impact on trainee education and curriculum development, and communication between sub-specialty organizations.
5. Enhance resources to the mid and late pediatric hematology/oncology community supporting professional development and networking opportunities among all members.

Goal: WORKFORCE

ASPHO will identify and advocate for integrative solutions responding to changing workforce dynamics.

Objectives

1. Increase understanding of new and different workforce models that include advanced practice professionals and hospitalists.
2. Advocate for the role of pediatric hematology/oncology physicians in different workforce models.
3. Assess and advocate for optimal integrative workforce models.
4. Evaluate and provide information on the pipeline of pediatric hematology/oncology providers.