Organizational Planning
In Our Evolving Landscape: Aligning Strategic Priorities

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No Disclosures of Conflict to Report
“Progress and Change” eventually require significant (not incremental) strategic response
Association Model has “Imperative for Change”

“Race to Relevance”

- New generation of professionals
- Decreased relevancy of traditions
- Loss of market share (membership)
- Technological revolution
- Increased competition for time (work, family, other organizations)
- Shrinking revenue sources
Covid Accelerated several “Tipping Points”!

“…The moment when an idea, trend, or social behavior crosses a threshold,… **TIPS**, and spreads like wildfire.”

-Malcolm Gladwell
Additional Health Association “Tipping Points”
Evolving the Landscape

Models of Care and Payment Reform
Workforce Changes
Recognition of Health Inequities in Public Health and Medicine
Evolutions in Medical Education
Role and Impact of Science & “Mis/Dis-information”
Adapting to Generational Expectations

- Global Exposure & Interest
- Expectations of Diversity
- Strong Mission Orientation
- Seek Personal Community Enrichment
- Desire Mentorship and Input
- Reliance on Sophisticated Media Channels
Medicine and healthcare are in an exponential state of change.

The most effective, businesses, systems, and organizations thrive when they have BOTH a:

- Strong strategic response,
- AND
- High performing teams
A Strong Multi-Year Strategy allows PROACTIVE ability to:

- **Envision** the future
- **Plan and Align Resources** towards the vision, and
- **Inspire** to make implementations happen, accounting for anticipated obstacles
Why is Strategic Plan Alignment So Essential?

- **Clarity** on direction
- **Prioritization** for more efficient resource use and impact
- Enhanced **Membership Engagement**
- Maintain and increase **Governance Confidence**
- Expand **Public Credibility and Influence**
- Drive **innovation & creativity** through **Integrated** approach
- Enhanced Fiscal and Organizational **Sustainability**
Developing Visionary Strategy

A strong visionary strategy serves three important purposes:

- Simplifies Decisions
- Motivates People
- Coordinates Actions
Strategic Planning Process

Mission

Vision
(To be a professional home for all IM physicians)

ACP 2030? Goal
(Aspirational, yet specific)

3-5 Year Strategic Plan
(4-5 organizational priorities with 3/5 yr strategies & identification of key metrics)

Annual Operational Work Plans & Budgets
ACP’s Current 3-Year Plan: 2021-2024

**Membership Growth and Engagement**
*Goal:* Engage more members in College activities and increase ACP membership, value and pride through a focus on members within 5 years of residency graduation.

**Valued Professional Identity**
*Goal:* Increase enthusiasm and pride about being an internist, and about the value IM specialists and subspecialists bring to healthcare, through increased visibility.

**Innovation and Strategic Alignment**
*Goal:* Align activities and resources with strategic priorities to leverage and enhance ACP’s potential to deliver new, valuable and relevant programs and products.

**Diversity, Equity and Inclusion**
*Goal:* Achieve a just, equitable and inclusive culture at ACP by promoting and advancing DEI values through intentional initiatives, policies and actions to be anti-racist.
Alignment Requires “Change” as a Process

Present State → Transition State → Desired State

Pain → Remedy

Opportunity → Danger
Never Underestimate the need for Diverse Voices and Perspectives at the Table

Heterogeneous groups produce better solutions than homogeneous groups… They are measurably more creative when the tasks to be achieved are complex.

- George Allen
Strategy Alignment and the Unique Nature of Associations

The ‘Family/Community’ orientation of associations can work against the core instinct to innovate and evolve, due to:

- The nature of traditions;
- Evidence based, business approaches may get supported ‘in concept only’;
- Programs, products, services often default to protections and personal allegiance of board leader, member group, or staff manager;
- Resource alignment can become a cycle of iteration and navel gazing;
- Ability to attract and retain essential talent depends upon organizations ability to make an impact.
Strategic Alignment Sounds Good…

But “Change” is a Journey

- There are few quick fixes when working toward long term sustainable alignment
- Effective strategy alignment requires a willingness to challenge assumptions
- Change for alignment is both toxic & tonic because it is driven by both ‘danger’ and ‘opportunity’
- Alignment requires both operational and behavioral adaptation
- Uncertainty is GUARENTEED In the midst of change!
The Landscape Is Changing…

...And It is an Outstanding Time To Lead The Way!

Remain:
- Positive
- Proactive
- Creative
- Focused
- Flexible
- Resilient!!