

# 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



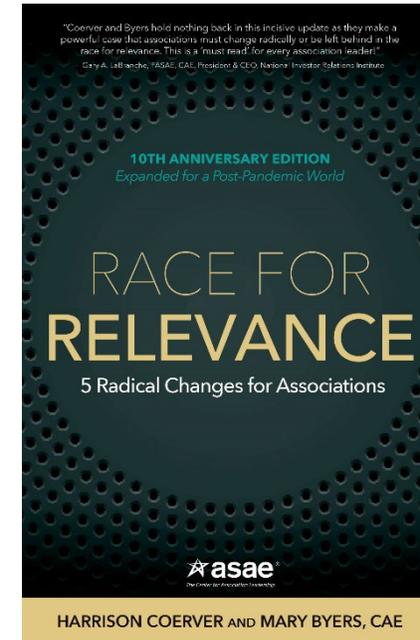
Let's Go Digital



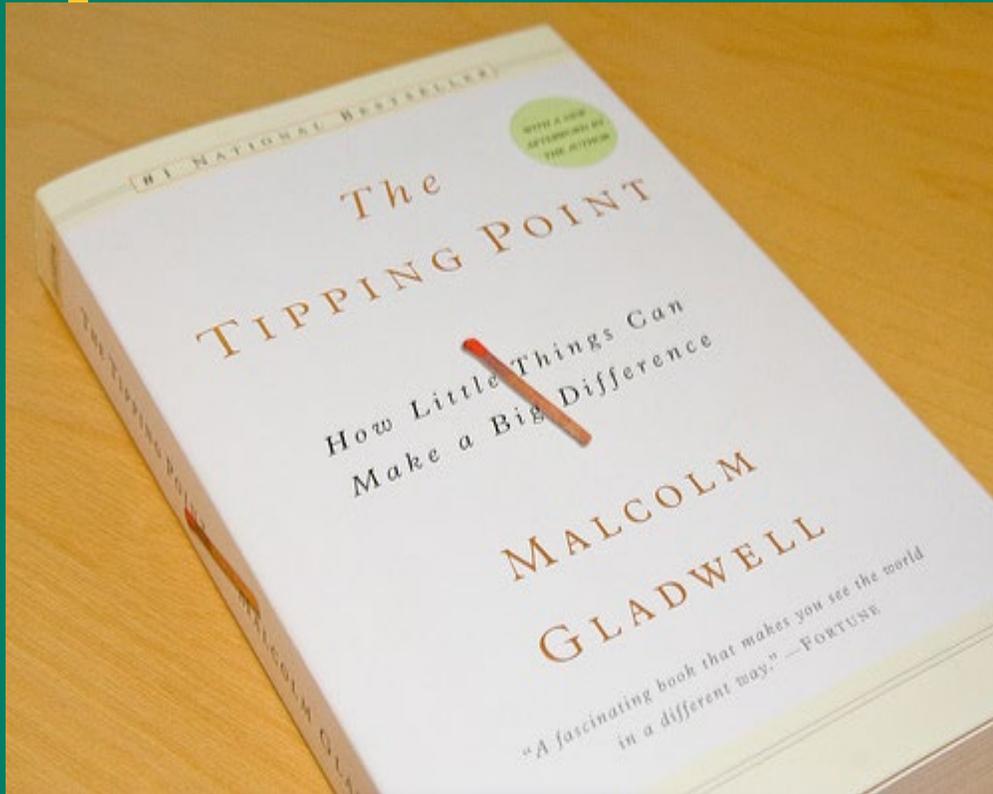
# Association Model has “Imperative for Change”

## “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



## 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



## 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



## ACP's Priority Themes

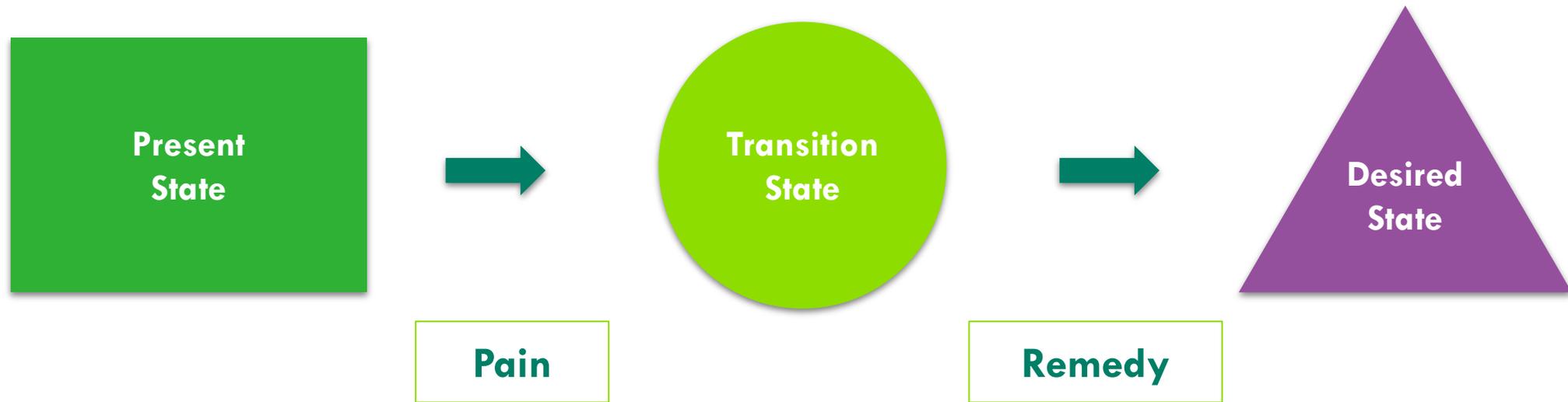


## Innovation and Strategic Alignment

**Goal:** Align activities and resources with strategic priorities to leverage and enhance ACP's potential to deliver new, valuable and relevant programs and products



# Alignment Requires “Change” as a Process



# Never Underestimate the need for Diverse Voices and Perspectives at the Table

## To Engage and Serve:

- **Boards**
- **Members**
- **Staff**
- **Professional & External partners**
- **Public / Patients**



## Voices & Perspectives:

- **Generational**
- **Race / Culture**
- **Gender**
- **Religion**
- **Experience...**
- ...

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...*



## Remain :

- *Positive*
- *Proactive*
- *Creative*
- *Focused*
- *Flexible*
- *Resilient!!*

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

