

2024-2026 AmSECT Strategic Plan

October, 2023

Strategic Planning Committee Members

Member	Institution	AmSECT Role
Amanda Crosby MPS MS CCP	University of Tennessee Medical Center	Chair ICEBP, Chair Safety
Renee AxDorff-Dickey BS CCP MBA FPP	Eisenhower Medical Center	Treasurer AmSECT, President AmSECT Foundation
Krysta Parker Gleeson PhD DBA MS CCP FPP	Jersey Shore University Medical Center	Board Director Zone 4
Shahna Helmick BS CCP	University of Iowa Healthcare	ICEBP Committee Member
Donald Likosky PhD	University of Michigan Hospital	Director ICEBP, Co-Chair ICPC
Mark Martin CCP	Redline Perfusion and Consulting	ICEBP Committee Member, ICPC Committee Member, GRC Committee Member
Don Nieter MHA CCP (Emeritus)	Michigan Society of Thoracic and Cardiovascular Surgeons	Co-Chair Quality
Theron Paugh BS CCP	Orrum Clinical Analytics	Former Secretary AmSECT
Tami Rosenthal CCP MBA FPP	Children's Hospital of Philadelphia	President AmSECT, Co-Chair Leadership Symposium
William Scott Snider MHA CCP LP	Duke University Hospital	President-Elect AmSECT, Chair PWOB, Safety Committee Member
Kim Wiatr BA CAE	SmithBucklin	Executive Director AmSECT



(pictured left to right: Mark Martin, Renee Dickey, Krysta Gleeson, Scott Snider, Theron Paugh, Donny Likosky, Don Neiter)

Strategic Planning Committee Meeting

AmSECT leaders convened in Chicago, Illinois at the AmSECT Headquarters in the SmithBucklin office at 330 North Wabash Avenue, to generate AmSECT's 2024-2026 Strategic Plan.

Committee action: August 26, 2023

Plan submitted to committee chairs for comment: September, 18, 2023

Plan submitted to membership for comment: September, 25, 2023

Board of Directors review: December 6, 2023; Fall Board of Director's Meeting

Strategic Plan approved: January 23, 2024

Committee Process

The SPC process started in the third quarter of 2023 with a brief review of strategic planning principals and tools. Towards the end of July, committee members were provided with links to a strategic planning guide for nonprofits (Nonprofit Association of Washington, 2016) as well as a list of popular planning models (AMC Governance Solutions, n.d.).

In the beginning of August, they were presented with a collection of the last 8 biennial strategic plans, stretching back to 2006. They were also provided with a compiled list of objectives from all 8 plans, labeled according to 10 different categories (new service, existing service, operational, support, evaluation, collaboration, strategy, governance, membership and financial) and color-coded to designate whether or not they had been completed. It was noted that less than half of objectives appeared to have been completed, with many still left for consideration. Strategies for layout, organization and completion have evolved over time, with planning committees incorporating SWOT analysis, then metrics, and finally deadlines. We reflected on the observations that some goals appear to be frequently underutilized (ie. financial improvement, access improvement, expansion of ala carte paid services, and volunteer engagement/retention) and that success often appears to correlate with how well an objective is defined and how well responsibility is assigned.

In mid-August, a satisfaction survey was vetted by the Board of Directors and sent out to the membership. Incentives (free one-year membership and free conference registration) were provided for completion. Results were collated and presented in graphic format to the strategic planning committee. Finally, a standardized questionnaire was completed by board members and summarized for the committee's use.

On August 26th, the committee met in-person at the society's headquarters in Chicago. They reviewed a document of AmSECT committees that included mission statements, recent accomplishments and current objectives. The Treasurer presented an overview of the society's finances with emphasis on trends in earnings and losses, reserves, and membership revenue. The SPC Chair presented background and relevancy of PEST analysis (highlighting economic factors related to post-COVID supply chains and department budgets, social factors related to generational change, and technological factors related to communication platforms and educational opportunities), Porter's five competitive forces (focusing on competition in educational programming), and Blue Ocean Strategy (questioning our capacity to understand the strengths and weaknesses of peer societies). Current and historical strategic plans as well

as membership and board surveys were once again reviewed. The committee used breakout sessions to identify society strengths, weaknesses, opportunities and threats. Objectives were proposed in small groups, and then further defined by the committee as a whole.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

	Strengths	Weaknesses	Opportunities	Threats
1	Branding	Limited number CEU-earning opportunities	International societies	Professional apathy
2	Professional recognition, both inside and outside of the perfusion community	Inefficient collaboration / communication between AmSECT committees	Advances in virtual and asynchronous communication and presentation	Competition for membership from allied health and medical professional societies.
3	Differentiation of products	Lack of organized succession planning	Small surgical centers with limited resources	Competing conferences, webinars, webcasts and SDCE.
4	Loyal member base	Undeveloped strategy for assessing, balancing and fulfilling member and sponsor desires	Contact and communication opportunities at the international conference	Competing scientific journals, newsletters and new sources (including websites, forums, blogs, and email alerts).
5	International conference	Website is challenging to navigate, not user friendly	Non-members	Changing generational priorities
6	Volunteer relationships	Weak pipeline of new volunteers	Mentorship	Lack of perceived membership value
7	Student Council	Society viewed by some as unwelcoming	Student perfusionists	Competition for membership from other perfusion societies
8	Healthy percentage of workforce captured in membership (in comparison to average professional society)	Weak member engagement (poor response rate to surveys, votes, WTS, open/click-through/download rates)	Disseminating and utilizing information from PSO and registry collaboration	Recently recorded declines in overall professional society memberships and renewals
9	Professional quality of volunteer committees and society leaders	Inability to effectively communicate with non-members	Collaboration with contract group partners	Post-COVID supply chain costs affecting conference expenses
10	Product endorsement	Ineffective social media strategy	New perfusion schools	Rising management costs outpacing revenue
11	Collaboration with PSO and Registries	Incomplete membership demographics	New management group	Abundance of free online informational resources
12	Legacy	Incomplete connection with perfusion schools	Expansion of AmSECT U	Competing sponsorship opportunities

After the meeting, the committee continued to work online to identify common goals that united the objectives, connect objectives to SWOT analysis elements, and assign deadlines and principals. Comments and suggestions from the membership, committee chairs and Board of Directors were gathered and assessed before releasing the final draft of the 2024-26 AmSECT Strategic Plan to the Board of Directors for vote.

Goal: To be the internationally recognized leader in providing the continuing education and professional needs of the extracorporeal technology community

SWOT

Continuing Education

PE1	Assess the current status and future expansion of AmSECT University. Review and assess current metrics for progress. Reassess sponsorship opportunities and institution-specific learning plans.	O12, T3, T6, T11
PE2	Perform an evaluation of the AmSECT conference series. Consider evaluating: <ul style="list-style-type: none"> • the benefits/shortcomings of re-expanding the series • partnership with other perfusion and medical societies • advanced cross-conference registration tracking for marketing • options for advanced hybrid technology • location (fixed/changing, regional areas, tier levels) • ala-carte workshops • CEUs • expanded mobile app use/functionality • sponsor needs and desires • services for demographic special needs • new attendee welcome services • new attendee discounts • electronic badging for vendors • expanded student-friendly resources • student and transitional discounts • volunteer or volunteer leadership discounts • presenter’s reception • organized review and report of competing conferences and breakout rooms for vendor presentations 	S5, W1, W4, O4, T3, T9, T12
PE2.1	Integrate ICPC into annual conference site selection process.	S5, W2, T3
PE3	Embed committee updates in the International Conference agenda.	S9, W6, W7, O4, T6
PE4	Present deidentified PERForm & PediPERForm data review at the AmSECT International meeting	S5, S11, O8
	News and Information	
PI1	Investigate and implement methods to advance ease of navigating AmSECT's website	W2, W5, O2, T4
PI1.1	Evaluate, expand and consolidate online access to existing AmSECT resources and new external resources	W5, T4
PI2	Formally recognize the formation of the AmSECT History Committee, and its mission to collect, preserve, and disseminate historical information related to perfusion and extracorporeal circulation to foster education, scholarship and research.	S3, S12
PI2.1	Make materials collected by the AmSECT History Committee easily accessible to members	S3, S12

PI3	Continue to research year-round mobile app options	S3, W5, W8, O2, T5, T6, T11
PI3.1	Research platform and design options	
PI3.2	Present cost analysis to BOD	
PI4	Support and evaluate subscription to FDA device alert platform	S3, O3
PI5	Reassess the development of a directory of all Chief, Lead or Directors of Perfusion Departments at every hospital in the United States performing cardiac surgery. Partner with corporate sponsors	S3, W9, O3, O5
PI5.1	Develop a manpower survey, utilizing leadership contacts	S3, W11
PI6	Evaluate the conditions for AmSECT to report as a submitting organization to NQF	S2, S3, S11, O8
	Services	
PS1	Promote/Market AmSECT's justification letter for engaging administrators	S3, O3
PS2	Evaluate options for member-only job search functions (resume upload, auto-forward, custom job alerts)	S3, O7
PS3	Evaluate the need for AmSECT products tailored to different cohorts of perfusionists (e.g., needs of women in perfusion, students)	S3, W7
PS3.1	Consider an online Housing Registry and tools for travelers. Collaborate with Contract Group Partners	
PS3.2	Consider the online creation of a maternity/nursing "support" group	
PS3.3	Evaluate the need for a presentation of associated content at the International conference	
	<u><i>Goal: To effectively communicate and collaborate with our stakeholders</i></u>	
CB	Businesses	
CB1	Develop standardized vendor engagement	
CB2	Identify new sponsors	T12
CB3	Support marketing for large group memberships	
CS	Schools	O5, O9, T8
CS1	Leverage AmSECT's position to engage more perfusion schools, more effectively	S1, S7, W12, O7, O10
CS1.1	Evaluate committee willingness to take student members. Fill in students on committees accordingly	S6, S7, S9, W3, W6, W7, O6, O7, O10, T5, T7, T8
CS1.2	Increase the number of schools represented in the student committee	W3, W6, W12, O7, O10, T5
CM	Members	

CM1	Create mandatory membership demographic fields - with information sharing policy	W4, W6, W11, O6
CM2	Improve follow-up with lapsed members.	W4, O5, T1, T8
CM3	Improve welcome message, orientation materials (including society history, society programs and volunteer opportunities) and gifts for new members. Create a schedule of customized 1 st -year mailings tailored to benefit individual opportunities and professional development	W6, W7, O6
CM4	Market and support website profile options and networking opportunities	W5
CM5	Standardize membership surveys in line with membership renewal and for use by the biennial Strategic Planning Committee	W4
CW	Workforce	
CW1	Evaluate a schedule of virtual, open-to-public, town hall meetings to compliment the annual in-person corporate meeting	S6, S9, W7, W8, W9, O5
CW2	Improve connections with state representatives.	
CW2.1	Partner with sponsoring vendors to fill in state contacts when necessary	
CW2.2	Support the GRC in assessing state needs for licensure in unlicensed states	
CW2.3	Communicate state relevant information to zone members	
CW3	Evaluate the design of online Guest Memberships with mandatory email contact information	W7, W9, O5, T4, T5, T6
CW4	Communicate with international perfusion societies	S1, S2, W7, O1, O5
CW4.1	Assess needs. Examine opportunities for collaboration, including international focus articles for AT and international resources on AmSECT webpage (including society details and leadership contacts). Continue to market new restructured international membership and conference registration rates	
<u>Goal: To provide for the growth and continuity of our professional society</u>		
G1	Perform a routine review of the AMSECT Mission statement	W4
G2	Create an AmSECT Vision statement and define AmSECT Values	W4
G3	Create policies to advance and standardize strategic planning	W4
G4	Incorporate scheduled meetings with committee chairs into the monthly BOD agenda (to address current goals, set and evaluate metrics, present committee needs, etc.)	S6, W2
G5	Complete committee specifications for all committees including committee mission, goals, cadence of meetings, inclusivity, term limits, succession chain, and performance metrics	W3
G5.1	Remodel yearly committee reporting system	W2
G5.2	Advance guidelines for committee Chairs regarding representation reflecting demographics of the membership	
G5.3	Advance committee support of webinar platform, newsletter and social media	W10, O2, T4, T5
G5.4	Create guidelines for formal meetings and decision-making utilizing Robert's Rules	

G5.5	Maintain a database of potential nominees for consideration using past nominees and communication with committee chairs	S4, S9
G5.6	Maintain a database of potential candidates using past candidates and communication with committee chairs, and prioritizing gradual advancement through the organization. Organize communication and mentorship with potential candidates	S9, O6
G6	Perform a routine review of the AmSECT bylaws	
G6.2	Explore restructuring Achievement and Recognition, Nominations, Bylaws and Ethics (as possibly combined or ad hoc committees)	
G7	Evaluate membership packages (ie. multi-year discounts, multi-conference discounts, gamification, trial memberships)	T6, T7, T8
G8	Evaluate volunteer incentives (ie. paid or discounted membership, conference, webinar and/or symposium registration for committee chairs and/or years of service)	S4, W6
G9	Make P&P role descriptions available to the public during WTS.	W3, W6
G10	Support the onboarding and advance the engagement of our new management group, Ewald Consulting	O11
G10.1	Create performance metrics for management	O11
G10.2	Support early identification of potential pitfalls	O11
G11	Enhance internet exposure	S1, S2, S12, W10
G11.1	Improve google search indexing	
G11.2	Author Wikipedia page for AmSECT society	
G11.3	Advance marketing on underutilized social media (e.g., Instagram, LinkedIn)	
G12	Trial a one-year subscription to BoardSource Board Support Program	S9, O6

Evaluating the success of the 2024-2026 Strategic Plan

Strategic Plan directive topics will be included in every Board meeting agenda. The AmSECT officers and committee chairman responsible for each directive action item will report their progress to the Board of Directors on a regular basis to monitor the completion of our Strategic Plan. We will communicate strategic goals and progress toward these goals to all members via AmSECT Today every six months. AT articles will include “how you can help” requests and calls for willingness to help accomplish the goals.

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