Strategic Plan 2008-2011

Background
There has always been a need for academic departments of psychiatry to meet the needs of an ever-changing health care climate without sacrificing the quality and integrity of educational and research programs. This was recognized by a small group of psychiatry administrators under the leadership of William Newel and Norman MacLeod when they formed the Administrators in Academic Psychiatry in April of 1985. Their main objective at that time was to provide education and networking opportunities for administrators of psychiatry programs in academic settings that to this day remains the primary reason for AAP's existence.

The health care industry and the marketplace are essentially driving changes that cascade into the educational system. The number of economic influences on educational programs has significantly grown. Developing and maintaining the financial stability and organizational underpinning to provide a sufficiently unique educational experience for those in training in a clinical academic department demands effective and knowledgeable leadership.

Changes in the mental health care delivery system continue to occur at an unprecedented rate. Clinical revenue continues its downward spiral along with federally sponsored research support. Funding for education is more tenuous each year. Financial support for the educational endeavor continues to change as quickly as the system itself.

Both governmental and institutional oversight of research projects demands administrators be knowledgeable in areas as diverse as human subject protection, intellectual property and overhead allocation. Faculty members rely upon departmental administration to translate complex regulations in to workable plans and processes that do not inhibit learning and discovery and continue to promote the "bench to bedside" model unique to academic medicine.

The need for a collaborative practice with multiple disciplines translates into developing new practice sites, changing established ones, merging with primary care-oriented sites. Providing or integrating technology required to maintain financial information systems and the informatics necessary for treatment and practice management is paramount.

The Administrators in Academic Psychiatry (AAP) association is organized to provide a forum where this unique group of professionals can address the present and future academic psychiatry issues in collegial fashion and garner solutions and ideas to be applied in individual departments across the country.

The Core Values of the Association
• Collegiality and mutual respect
• Personal and professional growth
• Honesty and integrity
• Creativity and innovation
• Continuous improvement

• Excellence in leadership
• Diversity and inclusivity
 • Sound management practices
• Mental health recovery

ASSOCIATION MISSION
Administrators in Academic Psychiatry are dedicated to the improvement of mental health care delivery, education, and research through professional management in departments of psychiatry that are affiliated with academic medical centers.

<u>**OBJECTIVES**</u>

1. To provide direction and organizational development through a strategic planning process
2. To promote cooperation, understanding and fellowship within the membership and with those who have related interests
3. To provide educational opportunities and membership development through the use of conferences, programs, and available technological mediums
4. To provide mechanisms for the gathering, analysis, and distribution of information pertaining to the field of administration (benchmarking), and in the process, promote best practices of professional management in meeting our teaching, research, and clinical missions
5. To implement strategic collaboration with other national organizations who have related interests and to provide strong governance and leadership for our organization

The objectives of the Association will be achieved through the following activities of its Board and membership:

STRATEGIC ACTIVITIES

A. ORGANIZATIONAL DEVELOPMENT:
To provide direction and organizational development through a strategic planning process.
1) Develop and implement a strategic plan that will provide the governing board understandable, meaningful, and attainable goals at the beginning of each new year. The AAP programming year will begin with the election of the new officers and Board of Directors at the annual spring meeting.
    a) Review and revise the strategic plan on an annual basis.
    b) The plan provides a roadmap to the membership of how board members execute their responsibilities.
    c) The review and revision will occur at the fall meeting, with presentation to the membership at the spring meeting.
2) Each of the four Members-at-large may be assigned to one of the following:
    a) Membership Committee: Recruitment and Retention
    b) Education Committee: Member-Professional Development
    c) Benchmarking Committee: Survey members and promote best practices
    d) Strategic Planning and Governance Committee: Recommend long and short term goals and activities, investigate external collaborations and determine inter-organizational committee relationships.
3) Each officer/board member plus the web master and GrAAPvine editor will present an update at each Board of directors meeting.
4) Each officer/board member, plus the web master and GrAAPvine editor will develop a plan to address organizational vulnerabilities and a succession plan for their respective area of responsibility. This plan will be reviewed annually, at the spring Board of Directors meeting.
5) The President will insure new officers are provided with updated information relative to the specific position.

B. MEMBERSHIP COMMITTEE:
To promote cooperation, understanding and fellowship within the membership and to expand the
membership roster to academic psychiatry administrators not currently affiliated with AAP
1) Actively recruit new members and retain our current level of membership through a systematic recruitment and retention strategy implemented by the Membership Director. Emphasis will be on the use of personal calls, e-mail contacts, and the listserv forum. Specific activities include
    a) Identification of all academic psychiatry settings and list of member organizations; maintain current list of sites, chairs and members.
    b) Actively recruit members from non-participating organizations; provide welcome and orientation.
    c) Actively retain members through involvement in the organization, listserv and educational activities.

2) Continue production of the quarterly GrAAPvine newsletter. Survey and re-develop a list of administrators who can either be formally or informally available to assist with this task
3) Provide AAP members access to the membership data and distribute that information at the annual Spring conference
4) Address and act upon the following goals in Year one:
    a) Develop an "intake sheet" to determine our new and current member's "specialties" and "talents" by interviewing new members immediately and surveying existing members. Information will also be made

available to membership, identifying administrator "specialists" who can either formally or informally be available to assist any member with specific problems.

    b) Define the baseline number of organizations with potential AAP members, to be used for statistical and contact information.

    c) Develop a formal "buddy" system to welcome new members into the AAP; to be organized by geographical region of the country to enhance connections and participation of new members.

    d) Develop a comprehensive welcome and orientation process for new members; including a welcome message from the AAP President, introduction to the AAP website and listserv including access procedures, copies of the GrAAPvine and recent educational conference materials; and identification of a "buddy".

5) Communicate inactive and unpaid members to the individuals utilizing the mailing list and remove same from the List Serve by June 1 of each year.

6) Address and act upon the following goals in Year two:

    a) Develop FAQ's for new members and set it up on the AAP website

    b) Define the structure, access, function, and security needs of the AAP listserv and membership information database. Work with Strategic Planning and Governance Committee chair and AAP's Electronic Communications Coordinator and Webmaster in this effort

    c) Encourage attendance at the next educational conference by sending new members the previous conference program handouts or slides for their review.

C. EDUCATION

1) MEMBER-PROFESSIONAL DEVELOPMENT: To provide educational opportunities and membership development through the use of conferences, programs, newsletters, and available technological mediums

    a) Survey the membership to identify the technical and professional skill development programs members wish to receive at AAP educational conferences. Use the results to assist in choosing pertinent meeting topics.

    b) Develop educational programs that will assist administrators to work more effectively with chairs and faculty in order to accomplish department missions

    c) Ensure a balance in the AAP educational programs and newsletter coverage across teaching, research, clinical services and management development to increase the professional and technical knowledge of its members

    d) Utilize both AAP members and non-members as presenters at annual conferences to provide a well-rounded perspective to the programs

    e) Utilize the AAP listserv, GrAAPvine newsletter, and Web site to promote AAP meetings

    f) Utilize listserv and/or develop a chat-room or interactive digest in order to provide a forum for discussion of management problems or real "case studies" in departments of psychiatry

    g) Maintain and grow both the spring and fall meetings – consider extending time of each to two days

    h) Survey membership to determine why they are/are not attending educational meetings. Use this information to develop relevant programming and/or contact chairs to stress importance of attendance to the professional growth of their administrators

    i) Provide quarterly coverage of issues related to the administration of academic psychiatry departments in the GrAAPvine newsletter.

    j) Develop a packet of information to be provided to scheduled presenters.

2) ELECTRONIC MEDIA: To provide forums for the membership of AAP to network, collaborate, and obtain information relevant to their needs through the use of an electronic listserv and webpage.

    a) Encourage use of AAP listserv and website by members

    b) Promptly enroll all new members in AAP listserv and provide instructions for its use

    c) Maintain AAP website with information relevant to members and as a mechanism for recruitment. Include information on upcoming conferences, including access to online registration forms; newsletter archives; membership information, including online application form; and etc….

    d) Place AAP benchmarking surveys (see below) on the website for electronic entry of responses

    e) Improve site security to allow for online credit card transactions for membership and conference registrations.

    f) Annually review the structure, access, function, and security needs of the AAP website including the list serve

D. BENCHMARKING
To provide mechanisms for the gathering, analysis, and distribution of information (benchmarking) pertaining to the field of administration and in that process promote best practices of professional management in meeting our teaching, research, and clinical missions
1) Survey Task Group
   a) Organize a task group to develop a set of survey tools to conduct mini-surveys based on the need of the membership. (Appoint at least 2 other committee members)
   b) Survey the AAP membership (and possibly the AACDP Chair group) to identify what benchmark data and surveys they want and/or need
   c) Survey tools must be tightly focused, organized to facilitate maximum participation, and capable of producing useful benchmarking data
   d) Task Group will develop and recommend a plan to the Board on how the AAP listserv or other technological medium(s) will be used to distribute, collate, and provide secure access to the results of surveys
   e) Survey AAP members to identify all professional affiliations. Encourage members' attendance at presentations of other professional organizations
   f) Task Group will discuss and determine if use of a professional survey development organization is necessary to carry out their mission
   g) Identify organizations actively engaging in data collection relevant to academic psychiatry departments. Communicate information regarding the survey organization to the membership.
2) In Year one address and act upon establishing the following survey tools:
   a) Develop specific criteria to attempt to categorize department "types" for each AAP member's department.
   b) Survey the membership to identify what "types" of departments exist in order to utilize survey data and compare similar "types" of departments
   c) Salary/Compensation survey (Faculty, Administrators, and Staff)
   d) Research Infrastructure
3) In Year two address and act upon the following goals:
   a) Develop a best practice benchmarking approach to identify a set of core competencies or elements that a department should have in order to be successful
   b) Conduct an RVU survey
   c) Conduct a No Show/Cancellation rate survey

E. STRATEGIC PLANNING AND GOVERNANCE
1) STRATEGIC PLANNING
   a) Annually review Strategic Plan and determine modifications and updates based upon progress toward goals as outlined
2) STRATEGIC COLLABORATIONS - Implement strategic collaboration with other national organizations who have related interests
   a) Periodically search for other organizations with interests in the areas of health care policy, research, academia; finance; planning; marketing, advocacy; health care/hospital/mental health administration that could be beneficial for AAP to interact with. Known groups are: AACDP, AAMC, SRA, and ACMPE.
   b) Upon election, the President of AAP will send a letter to the AACDP with contact information and inviting them to contact the AAP President if opportunities for collaboration are identified.
   c) Seek opportunities to apply for external funding for specific initiatives as relevant.

3) GOVERNANCE - To provide strong governance and leadership for our organization
   a) Webmaster will be responsible for working with the President, Membership Director, Treasurer, and Newsletter Editor to notify members that the AAP board will not sell or distribute membership information to anyone outside of the organization
   b) Action items and committee progress may be reported to the president and board on an on-going basis.
   c) Establish a work group/committee to identify and keep the membership informed about national level issues health and medical care in general and academic psychiatry in particular