

PAFP Strategic Planning 2022-2026

Mission Statement: PAFP is a physician-led organization committed to advancing quality health care for all Pennsylvanians through advocacy, education and community for all our members.

Objectives – Administration	Strategies	Tasks	Team Lead	Measurement/Success Metrics
Administer the association’s financial, legal and human resources responsibilities.	Establish and execute appropriate policies and conduct financial, legal and HR activities with an array of team members and external consultants.	<ul style="list-style-type: none"> • Maintain sound financial practices and oversee operating budget. • Maintain an effective workforce through hiring and retention and use of contractors as needed. • Facilitate practices and policies to ensure a safe and nurturing work culture and environment. • Maintain professional development plans for staffing roles. 	BE	<ul style="list-style-type: none"> • Monitor member retention and recruitment statistics annually. • Address deficiencies identified in annual audits. • Continue to contract with knowledgeable and effective legal counsel. • Continue to contract with effective IT consultant. • Contract with external entities as needed. • Submit timely annual tax filings. • Comply with local, state and federal labor laws and taxes. • Maintain business, employee health and event insurances annually as necessary. • Investigate appropriate methods for evaluating staff satisfaction and implement the most effective on a trial basis.
Facilitate efficient, lawful, inclusive and financially prudent governance.	Diligently monitor operations, legal requirements and finances and inform the BOD on status, issues and their resolution.	<ul style="list-style-type: none"> • Encourage and facilitate identification of potential future leaders and offer entry level opportunities for their development. • Organize and ensure integrity of elections, training and guidance to officers and serve as officer of record (secretary to the BOD). • Ensure adherence to bylaws of the Academy and Foundation. 	BE	<ul style="list-style-type: none"> • Develop a robust leadership pipeline in collaboration with officers and consultation with staff. • Survey officers annually to determine satisfaction with quality and frequency of training and guidance. • Officers of Academy and Foundation review adherence to bylaws annually.
Maximize role as key communicator to the Board, AAFP, medical societies and other external organizations.	Enhance information management and communications.	<ul style="list-style-type: none"> • Maintain required AAFP reporting and interaction, including reporting dues, officers, events and all other AAFP interactions and ensure PAFP representation at national meetings. • Serve as executive liaison with external organizations. • Serve as spokesperson as needed. 	BE	<ul style="list-style-type: none"> • Document timely and accurate reports of required AAFP information annually. • Evaluate successful executive liaison interactions with AAFP and other external organizations. • Evaluate impact of spokesperson activities when feasible.

Objectives – Education	Strategies	Tasks	Team Lead	Measurement/Success Metrics
Engage DO audience.	<ul style="list-style-type: none"> Develop programs and initiatives that reflect the needs and wants of this member segment. Recruit 30 percent DO faculty for summer conferences. 	<ul style="list-style-type: none"> Hold focus groups of appropriate segments of engaged and not engaged DO physicians to identify needs and attitudes. Work with PCOM to ensure credit approval for DOs attending PAFP educational programs. Work with MT and the Resident and Student Committee on Outreach and Marketing. 	JO working with CS and MT	<ul style="list-style-type: none"> Increase in DO representation on committees, evaluated annually. Increase of DO attendance at events (at least 5 percent increments for each of the next three years). 2021's DO attendance for the year is 16.5 percent.
Engage younger physicians – target audience range is under 40.	Infuse programs with aspects appealing to new-to-practice members.	<ul style="list-style-type: none"> Focus groups noted above are for dual purpose: evaluating needs of DOs <u>and</u> younger/new-to-practice members, both engaged and not engaged. Add a “years in practice” or age question to registration form. Work with MT as above with Resident and Student Committee. 	JO, working with MT and CS	Reduce the average attendee age or number of years-in-practice (we have not been collecting this information) for our programs from 47 years (up from 42 years old in the past 7 – 10 years to between 38-41 years old among active registrants.
Deliver unique educational opportunities to meet specific needs of PAFP members.	Beginning in 2022: Provide only mandated CME in 1 day vs. 2.5 days and introduce a new, expanded summer program of 5 days. These new programs replace the current offerings.	<ul style="list-style-type: none"> Use current needs feedback and data to inform planning. Work in tandem with COCPD. Monitor attendance over time. 	JO, CS, and COCPD	<ul style="list-style-type: none"> All three of these objectives tie together to achieve the desired outcome. Evaluate attendance annually to determine success.

Objectives – Finance	Strategies	Tasks	Team Lead	Measurement/Success Metrics
Provide accurate, timely and efficient administration of Academy, Foundation and PAC finances.	<ul style="list-style-type: none"> Supply staff and board with information as needed for their decision-making. 	<ul style="list-style-type: none"> Prepare monthly bank and credit card reconciliations and financial statements. Maintain efficient and effective processes, policies and internal controls related to financial compliance. 	JLM	<ul style="list-style-type: none"> Provide BOD with a clean audit report and balanced budget on an annual basis. Provide BOD/Treasurer with accurate monthly financial statements.

Monitor overall expense trends and support leadership and staff in good stewardship of organization funds.	<ul style="list-style-type: none"> Control costs through reduction of unnecessary expenditures while maximizing effective use of operating funds. 			
Ensure accurate and timely administration of Academy, Foundation and PAC regulatory and reporting requirements.	Supply staff and board with relevant, timely information for their regulatory reporting needs.	<ul style="list-style-type: none"> Provide administrative support for DOH Residency Grant, Education initiatives and PAC. Provide information required for completion of annual audit. Reconcile grant funding expenses as needed. 	JLM	Submit all tax filings and reporting requirements accurately and on a timely basis.
Administer benefits strategy and programs that enhance the well-being of our employees and their families.	<ul style="list-style-type: none"> Control costs and create value through plan design. Establish or adjust programs to be market-competitive and sustainable. 	<ul style="list-style-type: none"> Daily administration of benefit plans. Annual Review of plans before open enrollment for plan design changes. 	JLM	Maintain or reduce costs associated with employee benefit plans without sacrificing level of benefits or employee satisfaction.

Objectives –Advocacy	Strategies	Tasks	Team Lead	Measurement/Success Metrics
<p>Increase the Pennsylvania General Assembly’s (GA) understanding of the issues affecting family physicians.</p> <p>Advocate for the advancement of public policy positions of the PAFP Board of Directors.</p>	<ul style="list-style-type: none"> Meet regularly and strengthen relationships with legislative leadership and key committee members of the Pennsylvania House and Senate to discuss PAFP policy priorities. Solicit members of the GA to introduce 	<ul style="list-style-type: none"> Schedule meetings and legislative dinners with elected officials on PAFP advocacy priorities. Communicate PAFP positions on legislation via memos to the GA and committee staff in a timely manner based on the GA’s legislative voting schedule. Distribute the PAFP’s legislative agenda to the GA on an annual basis. Work with PAFP’s contract lobbyist to advocate for legislative priorities and identify potential legislative sponsors. Testify at committee meetings and participate in media events. 	JR with help from Bill Thomas, PAFP contract lobbyist	<ul style="list-style-type: none"> Advance legislation reflecting PAFP legislative priorities. Introduce new legislation reflecting PAFP’s legislative agenda.

	legislation of importance to family physicians and their patients.			
	<ul style="list-style-type: none"> • Increase grassroots advocacy efforts to advance PAFP policy positions on priority issues through peer-to-peer outreach and enhanced member communications. • Forge collaborative advocacy efforts with like-minded physician organizations and others. 	<ul style="list-style-type: none"> • Identify PAFP members as new key contacts. • Provide website updates. • Provide social media updates. • Send all-member/non-member emails. • Promote AAFP Speak Out tool. • Meet regularly with coalition partners. 	JR	<ul style="list-style-type: none"> • Use AAFP Speak Out tool annually for PAFP call to action campaigns with the goal of increasing PAFP member participation. • Increase collaborative efforts with coalition partners via legislative letters, memos, campaigns, events, etc., from beginning of year.
Identify and influence public health initiatives of importance to family physicians and their patients.	Meet with legislative leaders, department officials and the governor's office to advance public health initiatives and aid state efforts.	Identify and secure contact information for key staff in state agencies and governor's office.	JR with help from BT	<ul style="list-style-type: none"> • Advance PAFP-supported public health initiatives as demonstrated by responsiveness of state public health officials to PAFP input and member support of PAFP efforts. • Increase PAFP media presence on public health issues.
Provide information to PAFP members on government regulations, policies and industry developments affecting family medicine and advise members on managing their impact.	<ul style="list-style-type: none"> • Communicate updates and news to PAFP members. • Provide timely responses to PAFP member inquiries. 	<ul style="list-style-type: none"> • Issue Progress Notes newsletter monthly. • Provide KP advocacy section. • Send member emails. • Provide social media updates. • Provide website updates. • Email or phone members in response to questions. • Consult Charlie Artz, PAFP legal counsel, as needed. 	JR with help from CS and MT (comms/social media)	<ul style="list-style-type: none"> • Measure via regular Academy member surveys the importance of advocacy as a reason for membership. • Evaluate open rates for electronic communications and report annually on outcomes. • Measure via member satisfaction survey. • Set goal of response/acknowledgement to member inquiries within 24 hours of request.

Maintain fundraising and allocation operations of the PAFP Political Action Committee (PAFP-PAC) and increase membership in PAFP-PAC to 25 percent by 2025.	<ul style="list-style-type: none"> Develop new fundraising ideas and member solicitation efforts for PAFP-PAC to increase member participation in annual campaign and fundraisers. Promote PAFP-PAC fundraisers in conjunction with PAFP CME events. 	<ul style="list-style-type: none"> Schedule at least two PAFP-PAC board meetings per year. Create an annual budget for PAC allocations and fundraising goals. Solicit ideas from PAFP-PAC board. Recognize PAC contributors in PAFP publications. Coordinate a member outreach campaign with PAFP-PAC Board members. Develop incentives, such as quarterly political updates, for members who support PAFP-PAC. Maintain PAFP-PAC contribution and allocation data. 	JR with help from JO	<ul style="list-style-type: none"> Measurable increase in PAFP member support of PAFP-PAC and participation in fundraising events on an annual basis. Increase in PAC membership, with a goal of 25 percent by 2025.
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Objectives – Workforce Development	Strategies	Tasks	Team Lead	Measurement/Success Metrics
Strengthen and grow the family physician workforce pipeline in Pennsylvania to meet the health needs of Pennsylvanians.	Support the PD Assembly to collaborate on programs and projects designed to strengthen and grow PA residency programs.	<ul style="list-style-type: none"> Track program growth. Track new program development. Track HRSA grants coming into PA programs. Support continued PA Dept. of Health investment in FM GME. Promote practice opportunities in PA to residency graduates. 	MT	<ul style="list-style-type: none"> Measurable growth in # of FM GME positions in PA. Measurable increase in resident membership. Measurable increase in retention of residency graduates in membership. Increase in number of Pennsylvanians gaining access to care because of the increase in the number of FMPs.
	Provide medical schools with support to identify and implement strategies to recruit, train and graduate PCPs to meet the needs of Pennsylvanians.	<ul style="list-style-type: none"> Support FM Chairs to collaborate and share practices. Respond to HR 625 report release, pending. Engage with Duquesne Medical School leaders to track and support development of FM network and partnerships. 	MT HR 625 team	<ul style="list-style-type: none"> Meet with chairs 2-3 times/year to collaborate on strategies to increase # FM graduates. Implement strategies developed from HR 625 report.
	Increase PA student choice of FM as specialty.	<ul style="list-style-type: none"> Fundraise and administer PAFPF student scholarship program. PAFP coach FMIGs, connect to resources, innovative ideas, build programming. Promote student membership, leadership, conference and research opportunities. 	MT, JLM	<ul style="list-style-type: none"> Increase number/diversity of students applying for student scholarships. Track by # per school (diversity); # pre-clinical students (M2s); total # applicants. Increase # of FMIG groups applying for AAFP grant funding. Currently (# tbd); Goal: 7 (of 10)

		<ul style="list-style-type: none"> • Create communications designed to connect with the student audience. • Build opportunities for residents and students to connect. 		<ul style="list-style-type: none"> • Increase engagement of students and residents at PAFP-hosted/organized events as measured by # participants in PAFP Research Day, # regional and local events/registrants and # participants in Resident/Student track co-located in PAFP Summer CME. Utilize participation data to adjust event strategy.
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Objectives – Communications and Development	Strategies	Tasks	Team Lead	Measurement/Success Metrics
Provide timely, clear and relevant communications to members, supporters, stakeholders, staff and the public.	Enhance existing communication channels (website, KP magazine, social media, emails) to maximize impact.	<ul style="list-style-type: none"> • Update website. • Upgrade content and KP magazine design. • Undertake 1+/week social media posts. • Create staff calendar for email outreach. • Survey members. 	CS, with IT as needed	<ul style="list-style-type: none"> • Member satisfaction surveys (responses to communication-specific questions). • Engagement tracked and recorded alongside benchmark metrics: web traffic, social media followers with annual reports to BOD.
	Create and maintain annual organization-wide communications calendar.	<ul style="list-style-type: none"> • Draft calendar. • Solicit staff input. • Update as needed. 	CS	<ul style="list-style-type: none"> • Determine if updated calendar exists: Y/N. • Survey staff about usefulness.
	Develop marketing and communications assets that support advocacy, education and workforce development.	Provide materials and support as needed per annual communications calendar and on ad hoc basis.	CS, with project area leaders	<ul style="list-style-type: none"> • Member satisfaction surveys (responses to communication specific questions).
Support membership retention and growth.	Establish annual member recruiting and retention strategy.	<ul style="list-style-type: none"> • Create marketing/communications assets to support membership efforts. • Develop targeted outreach to support efforts to engage young physicians, DOs, 20 percent of PA family physicians who are not members, and former members. 	CS, with direction from team	<ul style="list-style-type: none"> • Increase membership retention rate. • Increase year-over-year total membership. • Increase young physician membership. • Increase DO membership.