GOAL #1: Strengthen the Academy’s impact on child health through policy, advocacy, and education.

Guiding objectives
1. Leverage the Academy's strengths in policy, advocacy, and education by closely linking efforts and activities in these three core areas of focus.
2. Use data and metrics to develop and prioritize areas of need for child health policies.
3. Strengthen the policy development and dissemination process.
4. Strengthen formal processes to respond to child health emergencies and other pressing child health issues.
5. Foster collaboration with other stakeholders in policy, advocacy, and education efforts to enhance the Academy’s impact.

Year Four Action Steps for the Board:
To advance the objectives under Goal #1
- The Board, through the Committee on Strategic Planning, will provide guidance on priorities for 2021 including COVID-19 response, Equity, and Mental Health. (1.2)
- The Board, through the Committee on Policy will continue to consider format innovations for policy statements, clinical and technical reports, and pilot prototypes. (1.3)
- The Board, through the Committee on Policy will monitor the development of multi-stakeholder policy pilots as they move into the writing and peer review stages. (1.3)
- The Board will guide the priorities included in the 2020 Blueprint for Children. Following the election, a transition plan for the new administration will be developed if needed. (1.5)
- Continue to support educational virtual platforms and in-person CME meetings.
- The Board, through the Committee on Equity will implement the AAP Equity Agenda Year One Workplan. (3.1, 3.2, 3.3)

Year Four Action Steps for the Staff:
To advance the objectives under Goal #1
- Staff will implement initiatives related to Board priorities for 2021 including COVID-19 response, Equity, and Mental Health. (1.2)
- Staff will work with the Board Committee on Policy to continue coordinated communications regarding policy development to authors and authoring entities.
- Staff will explore alternative policy format options that more closely align with recommendations from the Task Force on Policy Development. (1.3)
- Staff will convene the multi-stakeholder policy groups and the literature review consultant for in person and/or virtual meeting(s). (1.3)
- Staff will develop and widely circulate a new Blueprint for Children, which will be published prior to the 2020 election. (1.5)
- Staff will continue to pilot innovative educational initiatives using virtual platforms and new technologies.
**GOAL #2: Enrich member value and engagement.**

**Guiding objectives**

2.1. Attract and represent a vibrant, diverse community of members by serving their evolving needs based on key data and metrics.

2.2. Provide state-of-the-art pediatric practice information in the context of a changing industry and professional landscape.

2.3. Endeavor to meet the professional and personal wellness needs of all members, including those whose practices are impacted by rapid changes in the healthcare system as well as early career pediatricians, medical subspecialists, and surgical specialists.

2.4. Develop strategies to enhance collaboration with other child health providers, medical societies, and other stakeholders.

**Year Four Action Steps for the Board:**

*To advance the objectives under Goal #2*

- The Board, through the Member Value and Engagement Committee, will collect data on how to best provide member value to all AAP members during and following the pandemic. (2.1)
- The Board will direct the Wellness Advisory Group to focus on providing resources to support the mental health and wellness of members impacted by the pandemic. (2.3)
- The Board will partner with the Group of Six and other medical society partnerships to advocate for provider relief funds for practices impacted by the pandemic. (2.4)
- The Board will work to re-envision the future of pediatrics post pandemic and consider new and flexible kinds of payment models that include telemedicine and other technologies. (2.4)
- The Board, through the Committee on Equity will implement the AAP Equity Agenda Year One Workplan. (3.1, 3.2, 3.3)

**Year Four Action Steps for the Staff:**

*To advance the objectives under Goal #2*

- Staff will collect data on the emergent needs of pediatricians, pediatric medical subspecialists and surgical specialists. (2.1)
- Staff will support the Wellness Advisory Group and develop wellness-focused resources and other educational modules and interactive platforms. (2.3)
- Staff will continue to offer, and support Town Hall webinars and other educational modules led by primary care and specialist experts. (2.4)
GOAL #3: Broaden and diversify pathways for general pediatricians, pediatric medical subspecialists, pediatric surgical subspecialists, and trainees to exercise leadership within the Academy and the broader public sphere beyond pediatrics.

Guiding objectives

3.1. Diversify representation on the Academy’s board of directors beyond geographic districts to represent a broader array of Academy stakeholders and constituencies.

3.2. Review the role and structure of Academy leadership positions to facilitate broader access to leadership opportunities.

3.3. Foster participation in leadership by historically under-represented member groups at all levels of the Academy.

3.4. Cultivate members’ leadership skills to support their participation as leaders in evolving health care systems and other settings beyond the Academy.

Year Four Action Steps for the Board:

To advance the objectives under Goal #3

• The Board, through the Committee on Equity will implement the AAP Equity Agenda Year One Workplan. (3.1, 3.2, 3.3)

• The Board will continue to support and encourage participation in the AAP Pediatric Leadership Initiative. (2.3, 3.4)

• Continue organizational support for the AAP Women, Equity and Leadership program.

Year Four Action Steps for the Staff:

To advance the objectives under Goal #3

• Staff will support and implement initiatives related to the AAP Equity Agenda Year One Workplan. (3.1, 3.2, 3.3)

• Staff will work to increase the number of members participating in the American Association for Physician Leadership online course offerings and other AAP leadership initiatives. (2.3, 3.4)
GOAL #4: Enhance the Academy’s communication with members and stakeholders.

Guiding objectives

4.1. Transform the Academy into a digital organization that leverages user-focused and user-friendly digital products in response to member needs.

4.2. Enrich communications pathways and platforms to prioritize bi-directional communication between and among the Academy’s leadership and constituent bodies (e.g. chapters, sections, councils, committees).

4.3. Enhance inclusion of Academy content on complementary platforms supported by health systems, insurers, and employers.

4.4. Provide clinicians with easy to use point-of-care resources that draw on the highest quality, peer-reviewed clinical information, updated in real time.

4.5. Deepen member, stakeholder, and public awareness of the Academy’s work.

Year Four Action Steps for the Board:

To advance the objectives under Goal #4

• The Board will continue to leverage technology and explore new platforms to conduct and lead virtual business meetings.

• The Board, through the Committee on Policy will continue to consider format innovations for policy statements, clinical and technical reports, and pilot prototypes. (1.3, 4.4)

• The Board will provide guidance on COVID-19 resource gaps on AAP.org. (4.3)

• The Board will continue to require updates on DTI at each Board meeting.

• The Board, through the Committee on Equity will implement the AAP Equity Agenda Year One Workplan. (3.1, 3.2, 3.3)

Year Four Action Steps for the Staff:

To advance the objectives under Goal #4

• Staff will support committee, council and section virtual meetings.

• Staff will continue to use virtual approaches to communicate to member constituencies.

• Staff will explore alternative policy format options that more closely align with recommendations from the Task Force on Policy Development. (1.3)

• Staff will continue to publish up-to-date COVID-19 resources including clinical guidance, practice and advocacy resources on AAP.org. (4.3)

• Staff will review existing communications and media strategies, identify gaps and report to the Board.
GOAL #5: Support strong bi-directional relationships, interaction, and leadership development between AAP and state chapters.

Guiding objectives

5.1. Encourage diversity of all kinds among chapter members, and promote diversity in leadership roles within AAP.
5.2. Support chapters in their efforts to achieve and maintain financial stability to enhance chapter success.
5.3. Provide assistance to chapters with member recruitment and retention.
5.4. Foster alignment between the strategic plans and the federal and state advocacy initiatives of AAP and state chapters.

Year Four Action Steps for the Board:
To advance the objectives under Goal #5

\begin{itemize}
\item The Board will work with the Annual Leadership Forum executive committee to align District Meeting agendas to optimize collaboration between chapter, committees, councils and sections. (5.1, 5.2, 5.3)
\item The Board, through the Equity Committee, will engage the Equity, Diversity and Inclusion Champions in district activities to advance the AAP Equity Agenda Year 1 workplan. (5.1)
\end{itemize}

Year Four Action Steps for the Staff:
To advance the objectives under Goal #5

\begin{itemize}
\item Staff will continue to provide embargoed COVID-19 resources to chapters, prior to their publication. (5.4)
\item Staff will continue to support regular and interactive Chapter Chats that highlight newly published COVID resources and showcase best practices taking place at the chapter level. (5.2, 5.3, 5.4)
\item Staff will continue to promote chapter membership during all membership recruitment and retention efforts. (5.3)
\item Staff will support chapters in development of state advocacy agendas with a template for the AAP Blueprint for Children and report on progress. (5.4)
\end{itemize}
GOAL #6: Continuously improve AAP member activities in education, advocacy and policy by strengthening the structure and function of committees, councils and sections.

Guiding objectives
6.1. Encourage diversity and inclusion of all kinds among committee, council and section members and promote diversity in leadership roles within AAP.
6.2. Align entities to support optimal collaboration.
6.3. Improve the linkage and communication between AAP policymaking entities and the Board.
6.4. Improve members knowledge of the structure and operations of committees, councils and sections and opportunities for leadership and engagement.
6.5. Optimize committee, council and section operations and integration with routine evaluation and oversight.

Year Four Action Steps for the Board:
To advance the objectives under Goal #6
• The Board, through the Committee on Equity will implement the AAP Equity Agenda Year One Workplan. (3.1, 3.2, 3.3, 6.1)
• The Board, through the Board Committee on Governance, will work closely with the Forum Management Committees to explore opportunities for streamlined collaboration and other synergies. (6.2, 6.5)
• The Board, through the Board Committee on Policy, will have bi-directional communication on policy development with committees, councils, and sections.
• Member experts in the committees, councils and sections will continue to be engaged through the COVID-19 guidance development process. (6.3)
• The Board, through the committee on Member Value and Engagement will collaborate with committee, council and section leadership to identify needs and support and align leadership development opportunities. (6.4)

Year Four Action Steps for the Staff:
To advance the objectives under Goal #6
• Staff will support and implement initiatives related to the AAP Equity Agenda Year One Workplan, which includes increasing the diversity of leadership roles among committees, councils and sections. (3.1, 3.2, 3.3, 6.1)
• Staff will collaborate among the staff managers to synthesize and provide relevant information on the work and function of committees, councils and sections. (6.2, 6.5)
• Staff will continue collect data and provide analysis on the policy development process to the Board Committee on Policy and facilitate bi-directional communication on the policy development process between the Board and committees, councils and sections. (6.3)
• Staff will work with experts to develop emergent COVID-19 guidance, and share embargoed documents with committees, councils and sections, prior to publication. (6.3)
• Staff will work to align the opportunities for educational and leadership content relevant to the work of committees, councils and sections within the Pediatric Leadership Initiative. (6.4)

Mission
The mission of the American Academy of Pediatrics (AAP) is to attain optimal physical, mental, and social health and well-being for all infants, children, adolescents, and young adults. To accomplish this mission, the AAP shall support the professional needs of its members.

Vision
Children have optimal health and well-being and are valued by society. Academy members practice the highest quality health care and experience professional satisfaction and personal well-being.