

**American Head and Neck Society**

**Strategic Plan**

**2016-2018**

**MISSION**

**Advance Education, Research and Quality of Care for the head and neck oncology patient.**

**VALUES**

**The members of the American Head and Neck Society are committed to the following values:**

- **Patient Centered**
- **Ethical**
- **Collaborative**
- **Innovative**
- **Value Based**
- **Global**

**Goals**

**Education: To be the premier educational resource for head and neck surgery and oncology.**

**Research: To be the leader in the promotion of head and neck cancer research.**

**Membership: To maximize member engagement**

**Organizational Capacity: To have sufficient organizational capacity to achieve the Mission.**

## **GOALS, OBJECTIVES AND STRATEGIC INITIATIVES**

### **EDUCATION**

**Goal** – To be the premier educational resource for head and neck surgery and oncology.

**Objective 1** – Provide accreditation for head and neck and thyroid training programs.

#### **Strategic Initiatives:**

- 1. Establish external validation with key accreditation agencies in the field of head and neck cancer.** *Priority 1; Key Participants – ATC and Educational Consultants as required.*
- 2. Develop critical curriculum components for reconstruction, skull base, endocrine and emerging treatment paradigms** *Priority 1, Key Participants – ATC and Educational Consultants as required.*

**Objective 2** – Provide contemporary educational programs and materials across the continuum of providers' careers.

#### **Strategic Initiatives:**

- 1. Develop cutting edge education programs and materials that meet CME and MOC requirements.**, *Priority 2, Key Participants – Program Committee, CME Committee, Quality Committee, ABO and AAO Liaisons, Consultants as required and approved by Council.*
- 2. Develop a member needs assessment and business options regarding the development of an AHNS-owned Journal focusing on practice issues and translational research.** *Priority 1, Key Participants - Task Force and Journal Consultant.*
- 3. Develop plans and options for advancing interdisciplinary education opportunities amongst healthcare providers in head and neck cancer.** *Priority 2, Key Participants – Education Committee and sub committees.*
- 4. Identify key communication opportunities with medical students and residents for advocating the specialty of head and neck cancer care.** *Priority 2, Key Participants Education Committee and sub committees.*

**Objective 3**– Serve as **the** educational resource for patients and the public in head and neck cancer care.

### **Strategic Initiatives:**

- 1. Determine needs, assess current available materials and provide relevant material appropriate for patients.** *Priority 3, Key Participants – Survey and Web and Education Committees.*
- 2. Advocate for head and neck care in public health initiatives through an integrated education program.** *Priority 3, Key Participants – Patient Groups, Education Committee.*

## **RESEARCH**

**Goal** – To be the leader in head and neck cancer research.

**Objective 1** – Promote research through support of training grants and career enhancement grants.

### **Strategic Initiatives:**

- 1. Develop critical plans and business models that will expand the corpus of the Foundation to meet AHNS grant needs on a continuing basis.** *Priority 1, Key Participants - Foundation and Council.*
- 2. Develop business plans and recommendations to create interactive webinars on grant writing and clinical trial design and plans that will mentor applicants for clinical trials and grant programs.** *Priority 2, Key Participants – Web and Research Committees and Consultants as needed.*

**Objective 2** – Facilitate collaborative research through Society-supported research initiatives.

### **Strategic Initiatives:**

- 1. Develop plans and budgets for collaborative research projects for seed funding and recommend same to Council for approval.** *Priority 2, Key Participants – Research Committee.*
- 2. Prepare a plan and oversee regular communication with the membership regarding research activities, clinical trials cooperative groups, including directions and opportunities for member engagements in these activities.** *Priority 3, Key Participants – Research Committee.*

**Objective 3** – Manage the future directions and role of the AHNS regarding outcomes, quality measurements, practice guidelines and consensus statements.

**Strategic Initiatives:**

- 1. Develop an integrated research plan that covers programs, financing and staffing.** *Priority 2, Key participants – Task Force, Staff and Consultants as required.*

**MEMBERSHIP**

**Goal** – To maximize member engagement.

**Objective** – Provide meaningful opportunities for member engagement.

**Strategic Initiatives:**

- 1. Develop and conduct an annual member needs assessment survey to identify critical areas to assist AHNS in effectively achieving its Mission and adding member value.** *Priority 1, Key Participants - Broad based Task Force.*

**Objective 2** – Expand member engagement by x per cent over the three years of the strategic plan.

**Strategic Initiatives:**

- 1 Assess and make recommendations to Council regarding the organizational structure e.g. committees, programming/meeting structure and leadership selection and succession that will foster greater member participation.** *Priority 1, Key Participants - Task Force on Leadership, Staff and Consultants as required.*
- 2. Review, discuss and recommend new opportunities for member engagement and create the necessary plans and costs e.g. interest groups, liaison roles, speaker bureaus, collaboration guidelines and opportunities.** *Priority 2, Key Participants - Task Force, Officers and Staff.*

**Objective** – Increase membership by x per cent over the three years of the strategic plan.

**Strategic Initiatives:**

- 1. Determine member growth opportunities, identify strategies to engage new member areas, evaluate and revise membership criteria if necessary.** *Priority 2, Key Participants - Credentials Committee.*

## ORGANIZATIONAL CAPACITY

**Goal** – To have sufficient organizational capacity to achieve the Mission.

**Objective 1** – Ensure adequate financial resources

**Strategic Initiatives:**

- 1. Regularly assess financial needs through a strict annual budget process, quarterly review of financial reports and management updates. Priority 1, Key Participants – Creation of a new Financial Services Group to include Members, Staff and Consultants as needed.**
- 2. Identify new revenue sources and prepare key option recommendations regarding uses and oversight e.g. investments, philanthropy, industry revenue programs and membership. Priority 2, Key Participants – Financial Services Group, Staff and Consultants as needed.**

**Objective 2** – Ensure adequate management capacity i.e. personnel.

**Strategic Initiatives:**

- 1. On a regular basis, at least annually, assess staff needs and available staff support/resources and reconcile the two and report annually to the Council on findings and plans to appropriately address any gaps. Priority 1, Key Participants – Executive Committee, Staff and Management Company.**
- 2. Establish management company biannual performance metrics and accountability measures and report to Council every six months on performance issues and gaps. Priority 1, Key Participants – Executive Committee and Staff.**

**Objective 3** – Ensure adequate governance and oversight of AHNS activities.

**Strategic Initiatives:**

- 1. Regularly review the committee structure required to fulfill the Mission and evaluate the need for key sections within AHNS i.e. Endocrine, Fellowships and others as needed. Priority 1, Key Participants – Executive Committee, Staff and Consultants.**
- 2. Conduct a regular audit of the Executive Committee and Council to ensure relevance to the Mission and routinely reassess the overall leadership structure, processes and function. Priority 2, Key Participants – Executive Committee, Staff.**

### **Definition of Priority Key**

**Priority 1** – Begin immediately and an update is expected in six months and twelve month intervals. The project could be ongoing or it could be concluded within a defined time frame. All reports are for Council or the Executive Committee.

**Priority 2** – Anticipated to begin in year 2, but could be upgraded based on environmental issues and completion of priority 1 projects.

**Priority 3** – Anticipated to begin in year 3 but requires continuous monitoring.

Summary Statement – It is critical that this plan be reviewed at every Council Meeting and that updates are given by the Executive Director or Officers as deemed appropriate.