

ASSFN's Strategic Plan

ASSFN is a unique organization and has many supporting assets to create value for its membership and external partnership groups. Based on the survey data collected at the beginning of the planning process, Executive Committee/Board input during the Atlanta Retreat, and the work of the Board of Directors during the virtual planning meetings, the following Strategic Plan has been developed.

Vision and Mission

Clearly defined vision and mission statements that provide a core around which all activity and success measures should be based are the most critical components of a successful Strategic Plan. The work of the Board yielded the following agreed upon statements:

Vision

A world in which patients with disorders of the nervous system enjoy better lives.

Mission

To realize the full potential of functional neurosurgery to improve patients' lives through education, collaboration, innovation, and advocacy.

Structure and Strategy: Organizational Operations

Pain Points/Issues Identified:

- /// *Vision/mission:* unclear stated purpose; lack of Board alignment with Bylaws.
- /// *Work constraints:* relies on a few to do the work, time limitations of Board members, limited staff support.
- /// *Systems and Processes:* currently stable revenue streams but no grounding financial model, few accountability processes, website ineffective/outdated, limited communication strategies in place; lack of diversity

Outcomes Sought:

- /// *Clarity of vision and mission* to guide strategic direction, organizational differentiation, and value
- /// *Streamlining of operations* with focus on business practices, and committee structures; accountability measures to justify current and future goals/activities; reliable, value-based communication processes; Board and staff alignment with goals
- /// *Financial long-term sustainability* and appropriate resource allocation

Organizational Strategic Plan

With the complexity of the operations and functions of ASSFN, the development of a clear organizational chart is important. A Venn Diagram approach can be a useful approach as it can show hierarchical as well as interrelationships among core areas of an organization. Two examples, based on the work done by Dr. Joseph Neimat and Dr. Dorothy Air can be found in Appendix D.

Following is the strategic plan for achieving organizational effectiveness across all elements of the ASSFN functions. Goals and activities are based on the input from the Board and Membership. Accountability, responsibilities, and timelines are also included to insure progress.

Organizational Form and Function Plan

Organizational Goals	Activities	Success Metrics	Responsibility	Start Date	Goal Timeline
1. Clarify and align vision and mission	<ul style="list-style-type: none"> Revise vision and mission statements 	<ul style="list-style-type: none"> Adoption of new vision and mission 	ASSFN Board (all listed activities)	Retreat	completed
2. Establish efficient Org operations plan and committee structure	<ul style="list-style-type: none"> Review operations for inefficiencies and propose structural re-organization to align with priorities 	<ul style="list-style-type: none"> Completed efficiency analysis 		Initiated	3-6 months
3. Create a 5- year financial plan with contingencies	<ul style="list-style-type: none"> Conduct a financial analysis and financial modeling to formulate a financial plan 	<ul style="list-style-type: none"> Completion of 5- year financial plan 		TIME?	3-6 months
4. Establish system for evaluating progress & growing opportunities	<ul style="list-style-type: none"> Create and launch process for progress accountability 	<ul style="list-style-type: none"> System designed and operational 		TIME?	TIME?
5. Build effective digital communication (website, expand social media)	<ul style="list-style-type: none"> Develop stakeholder communication scaffold re: ASSFN value (website, digital pathways) 	<ul style="list-style-type: none"> Scaffold completed; Website content updated; increased functionality; positive member survey responses 		Initiated	2 years then ongoing
6. Increase member engagement	<ul style="list-style-type: none"> Create new pathways to raise member engagement 	<ul style="list-style-type: none"> Increase in # of new members engaged; increase in overall membership 		1 year?	2 years
7. Increase Diversity of membership and Board	<ul style="list-style-type: none"> Institute Diversity Committee to increase numbers & engagement 	<ul style="list-style-type: none"> Increased racial/ethnic participation 		3months?	2 years
8. Create alignment across all goals, processes & activities	<ul style="list-style-type: none"> Align Bylaws with Strategic Plan; work the Plan 			3months?	6 months then ongoing

Pillar Areas of ASSFN

The original priority areas, referred to in this document as Pillar areas, are: Education/Training, Clinical Practice, Research, and Advocacy. These areas were reviewed for fit with mission, goals and current thinking related to the profession. The Pillar Areas were revised as follows: Education/Training, Research, and Clinical Practice/Advocacy.

Pillar 1: Education and Training

Beneficiary Groups:

- /// Next Generation Neurosurgeons (Medical students, Residents and Fellows)
- /// Practicing Stereotactic and Functional Neurosurgeons
- /// Other related neurosurgeons
- /// Patients/Patient Care Givers

Pain Points/Issues Identified:

- /// **Heavily weighted on academic neurosurgeons** vs. private practice or related professional groups
- /// **Low engagement by peer groups** in program teaching
- /// **Limited content diversification** to meet educational needs across continuum of career stages
- /// **Limited focus on patient and caregiver needs**

Value Proposition/Outcomes Sought:

- /// **Solid working relationships** with valuable partner organizations
- /// Maintenance of **updated guidelines** to ensure clinical relevance to members; additional/updated guidelines needed
- /// **Highly competent stereotactic and functional neurosurgeons** in all settings
- /// **Better understanding by related physician groups** of stereotactic and functional techniques for patient referrals
- /// **Longitudinal educational pathway** for across career and professional development spectrum
- /// **Informed patients and caregivers** for decision-making

Education and Training Strategic Plan

Following is the strategic plan for achieving goals that address beneficiary needs and impact generating outcomes in Education and Training. Goals and activities are based on the input from the Board and Membership. Accountability, responsibilities, and timelines are also included to insure progress.

Education and Training Plan

Goals	Activities	Success Metrics	Responsibility	Start Date	Goal Timeline
<p>1. Establish a clear understanding of educational needs of each beneficiary group served (<i>Next Gen, Practicing Neurosurgeons, other related neurosurgeons, peer Groups, Pt/Care Givers</i>)</p>	<ul style="list-style-type: none"> ▪ Conduct an educational needs assessment of each group ▪ Review & align current programs and content against expressed needs 	<ul style="list-style-type: none"> ▪ Completed needs assessment ▪ Education program aligned with needs 	<ul style="list-style-type: none"> ▪ Education Committee 	<p>Immediately</p> <p>Jan-Mar</p>	
<p>2. Implement a continuum of educational opportunities and content across continuum of career needs</p>	<ul style="list-style-type: none"> ▪ Continue to offer successful programs, i.e., Biennial meetings: epilepsy, functional, APP courses, etc. ▪ Explore new educational channels to make content more accessible – webinars, podcasts ▪ Develop an organized Next Gen Educational program, incl. medical student rotations, mentorship, defining fellowships, etc. 	<ul style="list-style-type: none"> ▪ High ratings of educational programs ▪ Increased participation by other groups in co-development of course content ▪ Increased attendance at meetings, courses, web offerings 		<p>Ongoing</p> <p>Ongoing; accelerate by March</p> <p>Begin planning Summer 2021</p>	
<p>3. Develop and launch educational content and distribution channels for patients/care-givers</p>	<ul style="list-style-type: none"> ▪ Co-develop programs with sister organizations for learning across boundaries and at intersections 			<p>Combine with novel online content to begin March.</p>	

Pillar 2: Clinical Practice/Advocacy

Beneficiary Groups:

- // Patients
- // Physicians
- // Hospitals
- // Related professional organizations
- // Government

Pain Points/Issues Identified:

- // *Reduced patient access* to and knowledge of needed treatments options
- // *Insufficient connectivity* to related organizations for launching advocacy efforts
- // *FDA approval* difficult and long approval timelines; low reimbursements even after approval
- // *No organized advocacy strategy* to address major coverage problems
 - Orphan disease coverage
 - Private payor policies with inconsistent coverage
 - Misalignment and inadequacy of codes
- // Additional *updated guidelines* needed

Value Proposition/Outcomes Sought:

- // *Increased access* by patients to procedures
- // Establishment of *clear advocacy priorities* for SFN community
- // *Solid working relationships* with valuable advocacy partners, including industry to facilitate FDA approval processes
- // *Improved reimbursements*, including
 - Code alignment with procedures and diagnoses
 - Reimbursements aligned with value of procedure

Clinical Practice/Advocacy Strategic Plan

Following is the strategic plan for achieving goals that address beneficiary needs and impact generating outcomes in Clinical Practice and Advocacy. Goals and activities are based on the input from the Board and Membership. Accountability, responsibilities, and timelines are also included to insure progress.

Clinical Practice/Advocacy Plan

Goals	Activities	Success Metrics	Responsibility	Activity Initiation Timeline	Goal Timeline
1. Expand patient knowledge & treatment access	<ul style="list-style-type: none"> ▪ Develop patient-oriented content on ASSFN website 	<ul style="list-style-type: none"> ▪ Create and populate Patient Education section on Website 	Website Committee		<ul style="list-style-type: none"> ▪ ??? ▪
2. Be the key resource for insurance appeal facilitation	<ul style="list-style-type: none"> ▪ Create an active resource for insurance appeals/Database for insurance appeal letters 	<ul style="list-style-type: none"> ▪ Member use of insurance appeal database 	Regulatory committee		1 year then ongoing
3. Establish advocacy priorities for coding/regulatory/reimbursement	<ul style="list-style-type: none"> ▪ Develop and implement a system for continuous assessment of advocacy needs 	<ul style="list-style-type: none"> ▪ Improvement in survey data of resource utility 	Regulatory committee		
4. Co-develop advocacy initiatives with pt.run/disease advocacy groups	<ul style="list-style-type: none"> ▪ Develop relationships with organizations & industries aligned with mutual priorities ▪ Add advocacy group links to website 	<ul style="list-style-type: none"> ▪ Established working relationships and advocacy plans with industry & related organizations 	Regulatory Committee in conjunction with related patient and professional advocacy groups		2 years then ongoing
5. Maintain up-to-date guidelines for clinical relevance to members	<ul style="list-style-type: none"> ▪ Develop and implement a system for continuous assessment of guideline needs 	<ul style="list-style-type: none"> ▪ Completed guidelines assessment ▪ Guidelines up to date; gaps filled 	Guidelines committee		Yearly
6. Align and/or develop new guidelines to communicate best practices and support advocacy efforts	<ul style="list-style-type: none"> ▪ Prioritize guideline assessment needs and revise and/or develop new guidelines to address identified needs ▪ Implement system for continuous assessment of guideline needs 	<ul style="list-style-type: none"> ▪ Achievement of at least 1 payer approval/year of previously unapproved therapy ▪ Continuous assessment system in place 	Guidelines committee		Yearly

Pillar 3: Research

Beneficiary Groups:

- /// Neurosurgeons
- /// Related MD Groups
- /// Young Investigators
- /// General Public – patients and caregivers
- /// Industry

Pain Points/Issues Identified:

- /// **Grant Funding**
 - Difficulty for young investigators to get traction in research
 - Limited research funding by government
 - Low grant application success rates
- /// **Knowledge dissemination**
 - Timely access to more current research by practitioners
 - Current Journal not effective
 - Patient/caregivers limited understanding of advancements
- /// **Research Positions**
 - Insufficient and unrealistic start-up packages
- /// **Partnerships**
 - Limited connectivity with industry

Value Proposition/Outcomes Sought:

- /// **Training**
 - Facilitative programs for young investigators
- /// **Research relationships and collaborations**
 - Relationships with potential funding sources
 - Relationships with Federal and State agencies
- /// **Increase grant success rates among members**
 - More engagement in research both inside and outside academia
 - More recognition of research achievements
- /// **Knowledge Dissemination**
 - Easy connectivity to current research findings

Research Strategic Plan

Following is the strategic plan for achieving goals that address beneficiary needs and impact generating outcomes in Research. Goals and activities are based on the input from the Board and Membership. Accountability, responsibilities, and timelines are also included to insure progress.

Research Plan

Goals	Activities	Success Metrics	Responsibility	Activity Initiation	Goal Timeline
1. Provide comprehensive young investigator mentorship program	<ul style="list-style-type: none"> ▪ Outline & launch comprehensive YI program (mentoring, grant review, start-up, co-sponsorship of grants, grant awards). 	<ul style="list-style-type: none"> ▪ Increased number of <u>funded</u> young investigators ▪ Increase in NIH grant dollars 	<ul style="list-style-type: none"> ▪ Research committee 		<ul style="list-style-type: none"> ▪ 5 years
2. Develop a Research Funding Plan (ASSFN support)	<ul style="list-style-type: none"> ▪ Develop ASSFN Funding Plan & Award Recognition Program 	<ul style="list-style-type: none"> ▪ New research discoveries based on ASSFN funding 			5 year
3. Facilitate member acquisition of external funding	<ul style="list-style-type: none"> ▪ Establish resource list of funding sources & resources for Gov. agency interaction 	<ul style="list-style-type: none"> ▪ Increase member satisfaction with ASSFN research facilitation (survey) 			1-2 years
4. Facilitate member input in investigator or industry - initiated studies	<ul style="list-style-type: none"> ▪ Design a process for member input into collaborative research initiatives 	<ul style="list-style-type: none"> ▪ Increased number of members participating in research initiatives 			??
5. Influence Journal to provide greater impact and value	<ul style="list-style-type: none"> ▪ Appoint liaison to work with editor to meet ASSFN needs 	<ul style="list-style-type: none"> ▪ Increased satisfaction ratings for Journal 			1 year
6. Facilitate collaborative research in the development and application of new therapies	<ul style="list-style-type: none"> ▪ Design pilot programs for collaborative engagement around innovation topics and to capture and disseminate information for quality improvement of existing therapies 	<ul style="list-style-type: none"> ▪ Successful launch of collaborative pilot program yearly 			1-2 years
7. Increase Quality Improvement of existing therapies					