AACEM
Association of Academic Chairs of Emergency Medicine

Strategic Plan

Approved by the AACEM Executive Committee:
April 2016

Timeless Core Ideology (Timeless)

*Core Ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: **Core Purpose** – the organization's reason for being – and **Core Organizational Values** – essential and enduring principles that guide the behavior of an organization.*

Core Purpose: The mission of AACEM is to support the academic chairs of emergency medicine in their roles as leaders, educators, and innovators in healthcare delivery.

Core Values:
- Knowledge Creation, Translation, and Dissemination
- Professional Development
- Advocacy for Education and Research
- Collaboration, Diversity, Community, and Service

Longer-term Envisioned Future (10+ years)

*The **envisioned future** conveys a concrete yet unrealized future for the organization. It consists of a **vision** – a clear, compelling and aspirational catalyst serving as a focal point for effort and a **vivid description of a desired future** which is a vibrant and engaging description of what it will be like to achieve the vision.*

Vision:

To be the essential resource for the successful academic chair of emergency medicine.

Vivid Description of a Desired Future:

To empower each chair of academic emergency medicine to be the most valued leader of their academic center.

AACEM is a vital resource for chairs in academic emergency medicine and is instrumental in helping them achieve their mission as leaders. AACEM, through its programs and resources, facilitates the chairs' success in achieving their educational, research, clinical, and community service missions. AACEM also serves as a valued resource in gathering, analyzing, and disseminating key metrics that define the key aspects of academic medical center emergency medicine departments' performance, quality, and financial stability. These metrics provide the benchmarks which establish best practices in academic emergency medicine. By virtue of promoting success, AACEM helps to secure the critical role played by its members locally, nationally, and internationally.

The Association provides indispensable ongoing professional development throughout the members' tenure as chair. It ensures that new and established chairs have access to the tools needed to maximize their effectiveness as leaders. AACEM promotes networking between its members by

providing virtual and in-person forums for the sharing of information and experience; as well as promotes networking between its member and other constituents in academic medicine, healthcare, and in the communities served. Access to knowledge is made available through meetings, retreats, mentorship programs, and web based seminars and libraries. AACEM is an established and trusted resource on education, research, and the delivery of emergency care at academic medical centers and is sought after by both medical and nonmedical organizations for its expertise and guidance.

Goals and Objectives (3-5 years)

Goals *represent **outcome-oriented statements** intended to guide and measure the organization's future success**.** The achievement of each goal will move the organization towards the realization of its "Envisioned Future." Supporting **objectives further clarify direction** and describe what the organization wants to have happen; a descriptive statement of what constitutes success in measurable terms.*

Key: (I) Immediate, (M) Mid-term, (L) Long Term

Title: Professional Development
Goal: AACEM is recognized as an essential contributor to the personal and professional development of current and future chairs.

Objectives:
1. Increase the number of women participating in the Chair Development Program (CDP). (I)
2. Enhance the topic selection for the retreat and other programs. (I)
3. Mentorship program for new chairs. (M)

Title: Networking
Goal: AACEM will serve as the primary networking resource for academic chairs.

Objectives:
1. Increase networking opportunities for members. (L)
2. Enhance orientation for new members. (I)
3. Enhance collaborations with strategic organizations. (M)
4. Increase networking opportunities for vice-chairs. (M)

Title: Library of Resources
Goal: All academic emergency medicine chairs utilize AACEM's Resource Library to achieve success.

Objectives:
1. Increase understanding of what is valuable to our members. (M)
2. Increase usability of resources. (I)
3. Enhance reliability of resources. (M)
4. Proactively distribute information in the ways our members want to receive it. (L)
5. Increase visibility of resources. (M)

Title: Benchmarking Data

Goal: All academic emergency medicine chairs participate and optimize benchmarking data for success.

Objectives:
1. Increase understanding of what is valuable data to our members. (I)
2. 100% participation in data collection (I)
3. Education of data utility. (L)

Appendix A

Assumptions About the Future (as of April 2016)

In order to make progress toward an envisioned future, an organization must constantly anticipate the strategic factors likely to affect its ability to succeed and to assess the implications of those factors. This process of building foresight about the future will assist AACEM to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan.

Global Business and Economic Factors
- Academic medical centers will continue to change and be at risk.
- Emergency medicine has the opportunity to lead in changing academic medical centers due to emergency medicine's understanding of systems, processes, and business acumen.
- Emergency medicine will continue to have more interaction with the healthcare system than other elements.
- There will be growth in research funding from other government sources in addition to NIH.
- Greater research funding will be awarded to emergency medicine.
- Emergency medicine and hospital medicine will continue to be significant cost centers in medicine.

Social Values and Demographics
- Chairs will increasingly be "time crunched".
- Increased gender diversity.
- Future chairs will need increased development and preparation in order to meet the administrative research and academic expectations.
- The emergency medicine specialty will increasingly be more gender diverse, but it may not translate into increased leadership at the chair level.
- Emergency medicine will continue to be the portal for acute care.
- Medical students will increasingly desire to pursue emergency medicine.
- Emergency medicine will significantly influence medical student education (throughout curriculum).

Technology and Science
- Technology will continue to evolve allowing for greater opportunity and flexibility in providing services.
- Emergency medicine will continue to evolve.

Legislation and Regulation
- Those with the most influence over dollars and patients will lead in the decision making.
- Emergency medicine plays a pivotal role in the access and delivery of healthcare requiring increased input from emergency medicine leaders in legislative/regulatory decision making

Professional Competition and Structure
- Healthcare environments will continue to be diverse/change.

- Emergency medicine will continue to be positioned to take advantage of clinical research funding.
- Chairs are taking on more responsibilities within academic medical centers.
- Chairs are playing a larger role in health systems.
- Balance between the clinic environment vs. academic environment.
- Balance between internal and external focus.
- Opportunity to be proactive.
- Emergency medicine will continue to plan an important role in introducing student to patient care.
- Emergency medicine will have greater influence in the future of medicine.

Appendix (OTHER NOTES)

Areas of Focus (as of April 2016)

1. Future chair development.
2. Library of resources.
3. Establish formal/strategic relationships with other organizations.
4. Actively push critical (innovative) information to members.
5. Networking.
6. Professional development.
7. Additional revenue streams.
8. Greater involvement in benchmarking data.
9. Gender diversity.