



# Strategic Planning Session

Feb. 14-15, 2012  
Ft. Lauderdale, FL

The purpose of a strategic plan is to serve as a roadmap for the board of directors, committees and staff, and to position the Foundation with stakeholders.

The following members of the board of directors of the Foundation for Osteopathic Emergency Medicine met to draft a strategic plan: Juan Acosta, D.O, MS, FACOEP – President; Peter Kaplan, Vice President; Sherry Turner, D.O. – Treasurer; William Lynch, Jr.; Victor Scali, D.O., FACOEP-D; Robert Suter, D.O., MHA, FACOEP-D; David Levy, D.O.- ACOEP Liaison; Jan Wachtler, BA, CBA – Executive Director and Stephanie Whitmer – Director of Development.

The prior strategic plan was developed in 2010. Since that time the Foundation has been successful in its programs, fund raising and operations. It was suggested that the span of the 2012 plan might span three years --- with an annual review to monitor progress. Emphasis was placed on internal communications and accountability, best use of technology, fund raising and a broader charitable appeal.

## Mission and Vision

The mission statement was amended to identify the primary purpose of research and education is patient care, and to be short enough to articulate. A long term aspirational vision was set.

### Mission

Improving patient care by advancing Osteopathic Emergency Medicine research and education.

### Vision

Acclaimed as a leader in improving lives by universally leveraging emergency care education and research, awareness of emergency medicine as a charitable cause, and the unique role of Osteopathic Medicine in these efforts.



## Goals

While four goals were identified in 2010 and 2012, they differ by focusing on faculty and an emphasis on friends and the public. The four goals set for 2012-14 include:

- I. **Professional and Public Awareness** – Increasing knowledge of the Foundation and its purposes to garner support.
- II. **Research Grants and Awards** – Rewarding excellence in osteopathic emergency medical research.
- III. **Faculty and Professional Development** – Fostering the academic environment to promote the development of quality education in emergency medicine.
- IV. **Resource Development** – Developing the resources to fund the Foundation and its programs.

While it remains silent, a fifth goal exists in the governance and management of the Foundation.

- V. **Foundation Viability** – Maintaining an effective Foundation through the stewardship of volunteer leaders and professional staff.

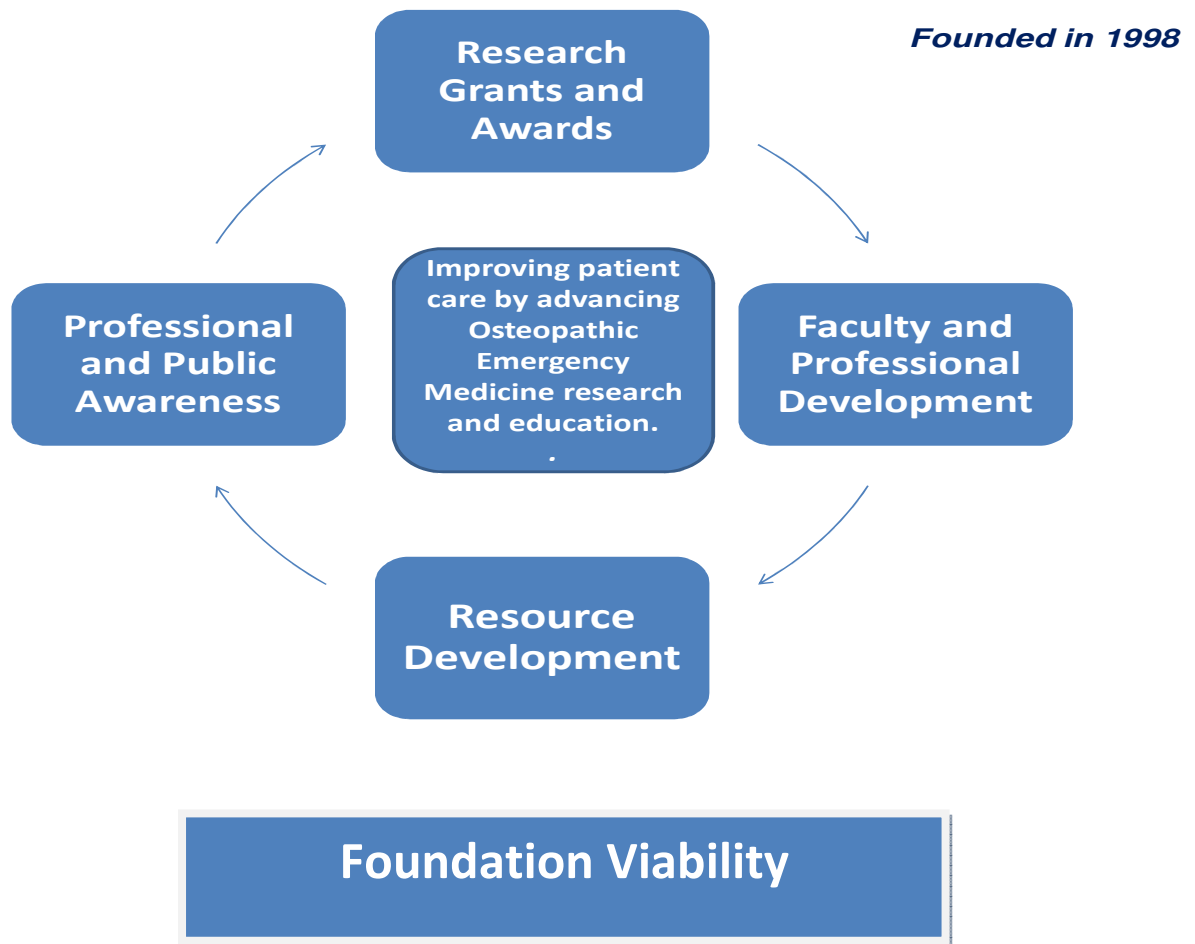
## Committees and Task Forces

Committees are a means to enhance the board’s capabilities and to develop leaders. The committees should the lead their respective goals.

Committee/Task Force	Chairs/Co-Chairs	Goal Alignment	Metrics <sup>1</sup> - Timeline
<ul style="list-style-type: none"> <li>• Professional and Public Awareness Committee</li> </ul>	Peter Kaplan and Dr. Vic Scali	Professional and Public Awareness	
<ul style="list-style-type: none"> <li>• Research Grants and Awards Committee</li> </ul>	Dr. Doug Webster	Research Grants and Awards	
<ul style="list-style-type: none"> <li>• Faculty and Professional Development Committee</li> <li>• Research Consortium Task Force</li> </ul>	Dr. Bob Suter Dr. Vic Scali	Faculty and Professional Development	
<ul style="list-style-type: none"> <li>• Research Grants and Awards Committee</li> <li>• Event Planning</li> </ul>	Dr. Juan Acosta and Sherry Turner Bill Lynch and Peter	Resource Development	

<sup>1</sup> Metrics and timelines to be suggested by the committee chairs and monitored by board and staff.

Committee/Task Force	Chairs/Co-Chairs	Goal Alignment	Metrics <sup>1</sup> - Timeline
Committee	Kaplan		
<ul style="list-style-type: none"> <li>• Finance and Audit Committee</li> <li>• Executive Committee and Board Development</li> </ul>	Dr. Sherry Turner  Dr. Juan Acosta	Foundation Viability	



## Strategies

Strategies are programs and projects that advance the goals. The board recommended the following initiatives be conducted during the span of the plan.

- I. **Professional and Public Awareness** – Increasing knowledge of the Foundation and its purposes to garner support<sup>2</sup>.
  - A. **Website** – Maximize website functionality.
    1. Improved communications and access to projects via website.
    2. Board portal for 24/7 access to governance and project documents.
  - B. **Friends of the Foundation** – Establish a program that recruits Friends of FOEM as contributors and volunteers. (To be undertaken by Jan with identification of key volunteers to help in the development and implementation in 2012 – 13.)
  - C. **Public Charity** – Position FOEM as a public interest charity where persons involved with emergency care can contribute.<sup>3</sup>
  - D. **Publications and Publishing** – Enhance quality and distribution of print and digital publication and collateral.
    1. Explore public service announcements.
    2. Publication of abstracts.
    3. Concise PowerPoint message on FOEM.
    4. Wallet cards promoting FOEM 2012-2015 goals.
- II. **Research Grants and Awards** – Rewarding excellence in osteopathic emergency medical research.
  - A. **Research** – Maintain the events and activities promoting research.
    1. Clinical Pathological Competition
    2. Research Paper Competition
    3. Oral Abstract Competition
    4. Poster Competitions
      - i. Original Research
      - ii. Case Presentation

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<sup>2</sup> Publish key documents in English and Spanish.

<sup>3</sup> Parked or delayed strategy to improve FOEM awareness by supporting other charities.

5. Grant Process – Request for Proposals

- B. **Process Integrity** - Maintain the integrity of the competitions through screens processes, set parameters and feedback mechanisms.
- C. **Technology** – Work towards investing in technology to process competitions to reduce staff and volunteer time.

III. **Faculty and Professional Development** – Fostering the academic environment to promote the development of quality education in emergency medicine.

A. **Residencies**

- 1. Consultation services for the establishment of new AOA approved emergency medicine residencies.
- 2. Consultation services to promote and establish research.

B. **Professional Development** – Provide professional development in key areas of research and osteopathic medicine education.

- 1. Grant Review Processes
- 2. Grant Writing

C. **Research Consortium** – Establish a research consortium, funded by sponsorships (April 2012 >)

IV. **Resource Development** – Developing the resources to fund the Foundation and its programs. (*Reference the Strategic Plan of Action for Development, Nov. 2010*).

A. **Capital Campaign** – Long term develop of a capital campaign resulting in \$1,000,000.

B. **Endowments** – Establish endowment grants and chairs names for legacy leaders.

C. **Memorials** -

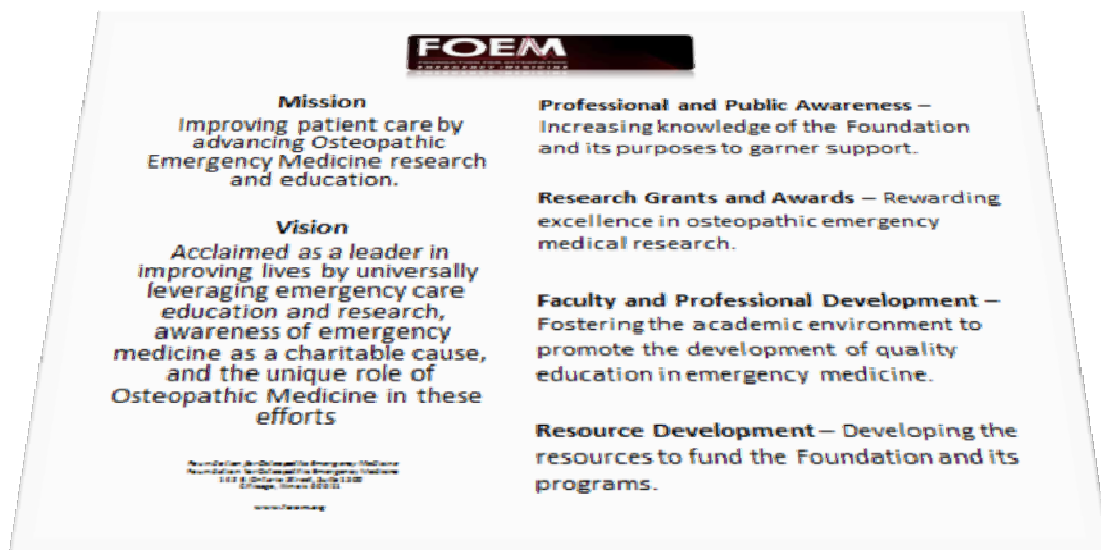
D. **Planning Giving and Memorials** -

E. **Corporate Sponsorships** – Support events and competitions through a menu of sponsorship opportunities.

- F. **Collaboration** – Partnerships with allied organizations to improve awareness and fund raising.
  - G. **Events** – Plan events of interest to stakeholders who can support the foundation through involvement.
  - H. **Challenge Grants and Matching Donors -**
  - I. **Combined Federal Campaigns** – Consider registration to be included in federal government employee contributions.
  - J. **Grant Applications -**
  - K. **Monitoring and Reporting** – Use website and dashboards to keep the board apprised to fund raising targets and achievements.
- V. **Foundation Viability** – Maintaining an effective Foundation through the stewardship of volunteer leaders and professional staff.
- A. **Volunteer Leadership**
    - 1. Maintain a full board of directors to governing and serve the foundation; ensuring accountability of directors.
    - 2. Priority on improving communication processes.
  - B. **Staffing** – Maintain the relationship with ACOEP to provide staffing by continuing to grow the foundation to be of benefit.
    - 1. Consider need for additional staff person and purpose.
  - C. **Committees** – Utilize committees to supplement board and staff work and to develop future leaders.
  - D. **Finances** – Be accountable stewards of the foundation’s resources.
  - E. **Technology** – Invest in technology necessary to improve foundation programs and operations.
  - F. **Strategic Plan** – Monitor progress on the plan and promote the mission, vision and goals to stakeholders.

**Elevator Speech** (adapted from brochure – 2012 Sponsorship Opportunities)

FOEM is a national organization created for the purpose of raising and providing funding Osteopathic Emergency Medical research and education in the USA. The Foundation was founded in 1998 and established as a 501(c)(3) charitable entity by the American College of Osteopathic Emergency Physicians (ACOEP) as a philanthropic arm of the osteopathic emergency medicine community. Its mission is to improve patient care by advancing Osteopathic Emergency Medicine research and education. It maintains professional staff with a headquarters in Chicago.



## **Integrating the Strategic Plan in Board Agenda**

Welcome, Agenda Review, Conflicts of Interest

Approval of Minutes

Acceptance of Financial Report

Consent Agenda<sup>4</sup>

### Goals

### Reports and Actions

Professional and Public Awareness

Professional and Public Awareness  
Committee

Research Grants and Awards

Research Grants and Awards Committee

Faculty and Professional Development

Faculty and Professional Development  
Committee  
Research Consortium Task Force

Resource Development

Resource Development Committee  
Events Planning Committee

Foundation Viability

Board of Directors  
Executive Committee and Board  
Development  
Finance and Audit Committee

Unfinished Business

New Business

Adjournment

## **MISSION**

*Improving patient care by advancing Osteopathic Emergency Medicine research  
and education.*

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<sup>4</sup> Reports are available 10 days in advance for Directors' review.