



ACR 2017-2022
STRATEGIC PLAN



Mission Statement

The ACR empowers rheumatology professionals to excel in their specialty.



Vision Statement

As the leading authority and trusted partner of rheumatology professionals, the ACR will continually advance the specialty and the future of rheumatology.



Brand Promise

We are here for you so you can be there for your patients.

STRATEGIC THEMES



Data-Driven Approaches



Increased Membership in Targeted Categories



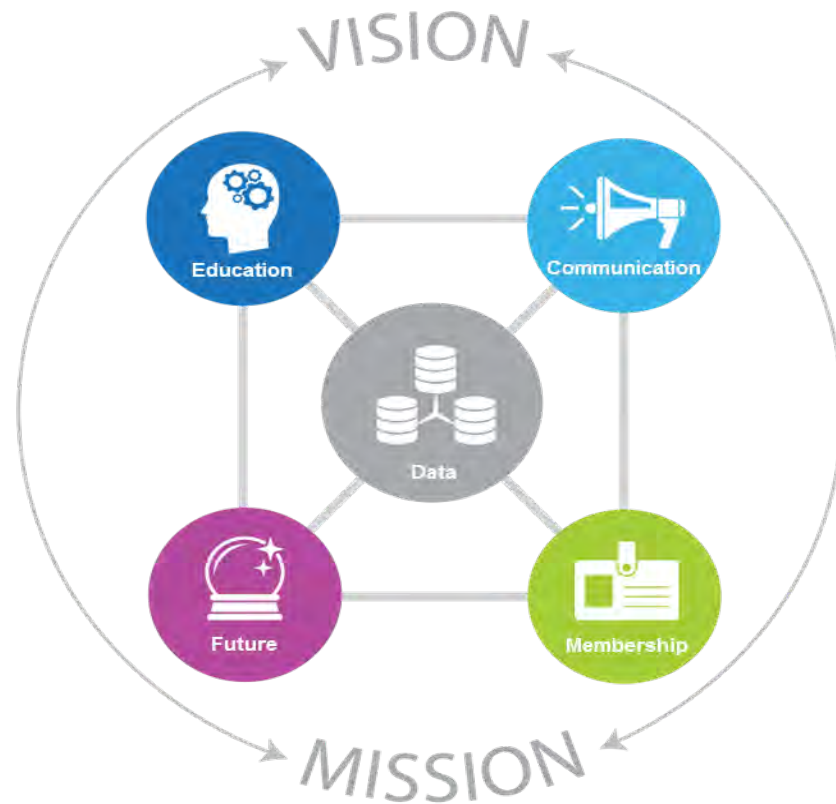
Education Enabled by Technology
(How, Where, and When Desired)



Personalized Content and Targeted
Member Interactions



Sustained Future of Rheumatology



STRATEGIC THEMES



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Sustained Future for Rheumatology





A1: RISE REGISTRY

DATA-DRIVEN APPROACHES

OBJECTIVE: Establish RISE Registry as a source of Clinical Data - robust, accessible, and valuable to Membership

OWNERS: VP Practice, Advocacy and Quality



MEASUREMENT 1:

% of US-based Rheumatology Clinicians contributing to the RISE registry



TARGET 1:

60%



MEASUREMENT 2 :

Projects commissioned per year to access Clinical data from the RISE registry



TARGET 2:

>15

Timeline

Short-term

1-2 years

Medium-term

2-4 years

Long-term

4-5 years



A2: OPERATIONAL DASHBOARDS

DATA-DRIVEN APPROACHES

OBJECTIVE: Implement Department-level functional plans, driven by measurable criteria reported to Operational dashboards

OWNERS: EVP



MEASUREMENT:

% of ACR Functional areas reporting Monthly or better against defined Operational Metrics



TARGET:

100%

Timeline

Short-term
1-2 years

Medium-term
2-4 years

Long-term
4-5 years



A3: STRATEGIC DASHBOARDS

DATA-DRIVEN APPROACHES

OBJECTIVE: Incorporate Strategic Dashboards/Reporting throughout the organization

OWNERS: EVP



MEASUREMENT:

% of ACR Functional areas reporting Quarterly or better against defined KPI's to the BOD



TARGET:

100%

Timeline

Short-term
1-2 years

Medium-term
2-4 years

Long-term
4-5 years



A4: DATA-DRIVEN PLAN

DATA-DRIVEN APPROACHES

OBJECTIVE: Become an organization that uses analytics to make better business decisions

OWNERS: EVP



MEASUREMENT 1:

% Implemented of the Level 1 recommendations of the Data Driven Strategy Roadmap.



TARGET 1:

100%



MEASUREMENT 2 :

% Implemented of the Level 2 recommendations of the Data Driven Strategy Roadmap



TARGET 2:

100%.

Timeline

Short-term
1-2 years

Medium-term
2-4 years

Long-term
4-5 years

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B1: NEEDS ASSESSMENT

INCREASED MEMBERSHIP IN TARGETED CATEGORIES

OBJECTIVE: Understand and address the most critical needs of high-growth potential categories

- i. Rheumatology Health Professionals
- ii. Rheumatology Practice Management
- iii. International Rheumatology Professional
- iv. Medical Students, Residents, and Post-Docs
- v. Clinical and Basic Science Researchers

OWNERS: Director Administration, Governance, Membership, ED ARHP, and Director Training and Workforce



MEASUREMENT:

Needs-based action plan (updated annually) for improving ACR value proposition to high-growth potential categories:

- i. Rheumatology Health Professionals
- ii. Rheumatology Practice Management
- iii. International Rheumatology Professionals
- iv. Medical Students, Residents, and Post-Docs
- v. Clinical and Basic Science Researchers



TARGET:

Action plans produced 12 months from Strategic Plan Approval

Timeline

Short-term
1-2 years

Medium-term
2-4 years

Long-term
4-5 years



B2: MARKETING CAMPAIGNS

INCREASED MEMBERSHIP IN TARGETED CATEGORIES

OBJECTIVE: Craft messaging and package content to target Marketing to non-members

OWNERS: Sr. Director Communications & Marketing, VP Education, ED ARHP



MEASUREMENT 1:

Custom content repackaged / developed and Marketing campaigns launched for each of the high-growth potential membership categories.



TARGET 1:

Campaigns launched 18 months from Strategic Plan Approval.



MEASUREMENT 2 :

New question in Annual Survey "The ACR is an organization focused on serving rheumatology professionals like me."



TARGET 2:

80% of respondents in High-Growth potential categories respond with Agree or Strongly Agree.

Timeline

Short-term

1-2 years

Medium-term

2-4 years

Long-term

4-5 years



B3: MEMBER DRIVES

INCREASED MEMBERSHIP IN TARGETED CATEGORIES

OBJECTIVE: Increase membership to reduce the gap to “full potential” for our membership categories

OWNERS: Director, Administration, Governance, and Membership; ED ARHP



MEASUREMENT:

Reduce the gap to "full potential" of each high-growth membership category



TARGET:

25% reduction in 2 years, reduced by a further 15% by year 5

Timeline

Short-term

1-2 years

Medium-term

2-4 years

Long-term

4-5 years

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C1: CERTIFICATE PROGRAMS

EDUCATION ENABLED BY TECHNOLOGY (HOW, WHERE, AND WHEN DESIRED)

OBJECTIVE: Develop Educational Modules specific to each Core Member category with certificate programs and/or CMEs available

OWNERS: VP Education and ED ARHP

 **MEASUREMENT:**
(# of Member Categories with at least 1 ACR certificate program and Module / Total Core Member Categories)

 **TARGET:**
100%

Timeline

Short-term
1-2 years

Medium-term
2-4 years

Long-term
4-5 years



C2: ANNUAL MEETING ONLINE

EDUCATION ENABLED BY TECHNOLOGY (HOW, WHERE, AND WHEN DESIRED)

OBJECTIVE: All annual meeting material is available and offers credit online, for all content that ACR has copyright permissions

OWNERS: VP Education



MEASUREMENT 1:

(# of Annual Meeting Sessions with on-demand Materials & recordings available online / Total # of Annual Meeting Sessions)



TARGET 1:

100%



MEASUREMENT 2 :

(# of Annual Meeting Sessions available for online CME credit / Total # of Annual Meeting Sessions available for CME credit in person)



TARGET 2:

100%

Timeline

Short-term
1-2 years

Medium-term
2-4 years

Long-term
4-5 years



C3: MICRO-MODULES

EDUCATION ENABLED BY TECHNOLOGY (HOW, WHERE, AND WHEN DESIRED)

OBJECTIVE: Micro-modules made available to gain CME's on-demand

OWNERS: VP Education; ED ARHP



MEASUREMENT:

% of online education available in micro-modules



TARGET:

30% in 2 years, 75% in 4 years

Timeline

Short-term

1-2 years

Medium-term

2-4 years

Long-term

4-5 years



C4: OFFLINE/MOBILE FRIENDLY

EDUCATION ENABLED BY TECHNOLOGY (HOW, WHERE, AND WHEN DESIRED)

OBJECTIVE: Online Educational content made available offline and in responsive design for mobile platforms

OWNERS: VP Education



MEASUREMENT 1:

% of online Educational content available in responsive design



TARGET 1:

100%



MEASUREMENT 2 :

% of online Educational content available offline



TARGET 2:

100%

Timeline

Short-term

1-2 years

Medium-term

2-4 years

Long-term

4-5 years



C5: ALTERNATE PLATFORMS

EDUCATION ENABLED BY TECHNOLOGY (HOW, WHERE, AND WHEN DESIRED)

OBJECTIVE: Assess, understand and meet the needs and desires of our Member base for educational content being available for consumption on alternate platforms (e.g. Podcasts, YouTube videos, etc.)

OWNERS: VP Education; ED ARHP



MEASUREMENT:

% of online educational content available through alternate platforms



TARGET:

40%

Timeline

Short-term

1-2 years

Medium-term

2-4 years

Long-term

4-5 years

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D1: MEMBER MANAGEMENT TOOL

PERSONALIZED CONTENT AND TARGETED MEMBER INTERACTIONS

OBJECTIVE: Implement a Membership management tool that meets business needs, including but not limited to: supporting and reporting on full membership lifecycle, tracking Member engagement points, and capturing Member preferences and interests

OWNERS: Director Administration, Governance, and Membership and VP IT



MEASUREMENT 1:

Launch of new Membership management tool



TARGET 1:

Q1 2018



MEASUREMENT 2 :

Data integration between Membership tool and other key systems (RRF Donor Database, RRF Awards system, Grassroots lobbying, RheumPAC management, etc.)



TARGET 2:

Q4 2018



MEASUREMENT 3:

All communication with Members integrated into core Membership Management tool functionality



TARGET 3:

Q2 2019

Timeline

Short-term
1-2 years

Medium-term
2-4 years

Long-term
4-5 years



D2: TARGETED NEWS

PERSONALIZED CONTENT AND TARGETED MEMBER INTERACTIONS

OBJECTIVE: Deliver up to date and relevant rheumatology information (drugs, trials, research, guidelines, treatments, etc.) targeted to each member

OWNERS: Sr. Director Communications & Marketing



MEASUREMENT 1:

% of ACR Members enabled for targeted communications on latest rheumatology information relevant to them



TARGET 1:

100%



MEASUREMENT 2 :

Open and Click Through Rates on targeted informational communications



TARGET 2:

27% and 3%

Timeline

Short-term

1-2 years

Medium-term

2-4 years

Long-term

4-5 years



D3: TARGETED EDUCATION

PERSONALIZED CONTENT AND TARGETED MEMBER INTERACTIONS

OBJECTIVE: Target marketing for meetings, courses, and online education based on past sign-ups

OWNERS: VP Education and Sr. Director Communications & Marketing; ED ARHP



MEASUREMENT 1:

% of ACR Members enabled for targeted communications on latest Educational opportunities relevant to them



TARGET 1:

100%



MEASUREMENT 2 :

Open and Click Through Rates on targeted educational communications



TARGET 2:

27% and 3%

Timeline

Short-term

1-2 years

Medium-term

2-4 years

Long-term

4-5 years



D4: TARGETED CONTRIBUTIONS

PERSONALIZED CONTENT AND TARGETED MEMBER INTERACTIONS

OBJECTIVE: Solicit specific content contributions and Volunteer opportunities from members based on their background, interests, and past-involvement

OWNERS: Director Administration, Governance & Membership and ED ARHP



MEASUREMENT 1:

% of ACR Members enabled for targeted asks for content contributions and volunteer opportunities based on Member records in the Member management tool



TARGET 1:

100%



MEASUREMENT 2 :

Positive action rate resulting from these contribution communications



TARGET 2:

80%

Timeline

Short-term

1-2 years

Medium-term

2-4 years

Long-term

4-5 years

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E1: WORKFORCE GAP

SUSTAINED FUTURE FOR RHEUMATOLOGY

OBJECTIVE: Drive efforts to close the clinical rheumatology workforce gap

OWNERS: Director Training & Workforce and ED ARHP



MEASUREMENT:

% reduction in the predicted 2025 workforce gap as identified in the 2015 Workforce study



TARGET:

50%

Timeline

Short-term

1-2 years

Medium-term

2-4 years

Long-term

4-5 years



E2: LEADERSHIP DIVERSITY

SUSTAINED FUTURE FOR RHEUMATOLOGY

OBJECTIVE: Provide Leadership Development opportunities that prepares and recruits our Members to be leaders in their field and fill ACR Volunteer positions with professionals that reflect the diversity of our Member base

OWNERS: Director, Administration, Governance & Membership; ED ARHP



MEASUREMENT:

Overall Board/ Committee demographic diversity (Gender / Age / Race / Work Setting) reflect the diversity found in our member demographics.



TARGET:

Diversity in Member Demographics

Timeline

Short-term
1-2 years

Medium-term
2-4 years

Long-term
4-5 years



E3: ADVOCACY IMPACT

SUSTAINED FUTURE FOR RHEUMATOLOGY

OBJECTIVE: Maximize ACR impact on rheumatology Legislation, Regulation, and Payers

OWNERS: VP Practice, Advocacy & Quality



MEASUREMENT 1:

% of US members active in Advocacy over prior 12 months



TARGET 1:

10%



MEASUREMENT 2 :

% of US Annual Membership survey respondents either Agree or Strongly Agree that “The ACR does a good job impacting rheumatology-related Legislation, Regulation, and Payers.”



TARGET 2:

80%



MEASUREMENT 3:

% of US members contributing to RheumPAC



TARGET 3:

10%

Timeline

Short-term

1-2 years

Medium-term

2-4 years

Long-term

4-5 years



E4: RESEARCH IMPACT

SUSTAINED FUTURE FOR RHEUMATOLOGY

OBJECTIVE: Advance rheumatology research

OWNERS: Sr. Director Research and Training, Sr. Director Communications & Marketing, Director Training & Workforce, VP Education



MEASUREMENT 1:

Develop informational material for dissemination highlighting the importance of rheumatology professionals as the experts in immunology, inflammation, and musculoskeletal research



TARGET 1:

Material Developed



MEASUREMENT 2 :

Expand recruitment, education and training (e.g. grant writing educational modules/ seminars, mentorship programs, Rheum4Science, etc.) focused on research to ACR/ARHP students, residents, fellow-in-training, and early career investigators



TARGET 2:

80% of the targeted members



MEASUREMENT 3:

Increase the number of members receiving research grants from the NIH, DoD, other funding agencies and private foundations



TARGET 3:

10% increase

Timeline

Short-term

1-2 years

Medium-term

2-4 years

Long-term

4-5 years