

Forging our Future: An Invitation to Preview the Proposed ACNM 2015-2020 Strategic Plan

As part of our 60th anniversary year, ACNM is pleased to provide a preview of our proposed strategic plan for 2015-2020. We encourage members to review this executive summary of the plan and take our [quick survey](#) or send comments to leadership@acnm.org. If you wish to read a full-length version of the plan, the plan is available [here](#).

ACNM's Current Mission and Core Values

ACNM works to establish midwifery as the standard of care for women. We lead the profession through education, clinical practice, research, and advocacy. We embrace the core values of excellence; evidence-based care; formal education; inclusiveness, woman-centered care; primary care; partnership; advocacy, and global outreach. [Click here to read more about ACNM's core values.](#)

Developing a Proposed Plan for 2015-2020

The ACNM Board of Directors and staff have thoughtfully worked on a new 5-year strategic plan since December 2013, when we conducted a major opinion survey of current and lapsed ACNM members. From this baseline of member feedback, we utilized an iterative process with extensive input from ACNM national and affiliate volunteers. We also worked to align our strategies with those of successful national midwifery models around the world as described in [The Lancet Series on Midwifery](#) and the [State of the World's Midwifery 2014](#). ACNM leadership will make final adjustments to the plan based on member feedback and will present the final plan at the ACNM [60th Annual Meeting & Exhibition](#).

Five Strategic Domains and Five Strategic Competencies

We propose to focus ACNM's work in five strategic domains: support to our members; support to our affiliates; national development of women's health and midwifery; global engagement; and organizational capacity. Each domain has proposed priority programs and strategies with detailed SMART (Specific, Measurable, Achievable, Realistic and Time-bound) goals. Additionally, we have identified five strategic competencies that we must address within every domain in the coming years:

- *Diversification and Inclusion.* We seek to embrace diversity and inclusion in our profession and organization at every level so that all CNMs and CMs feel welcome and able to contribute to the profession, as well as meet the needs of a diverse U.S. population.
- *Leadership Development.* We seek to enhance midwifery leadership in ACNM, the U.S., and globally. This means greater transparency to become a user-friendly organization where members can be actively involved and contribute their expertise, talents and passions.
- *Interprofessionalism.* We seek to promote healthy interprofessional cultures through midwifery leadership. We will continue to strengthen partnerships with physicians, nurses, and other midwives to promote evidence-based, woman- and family-centered care.
- *Communications.* We seek to continuously improve our communications within ACNM, with other health professions, and with women and families.
- *Research.* We are committed to strengthening midwifery research to support evidence-based care practices and educational approaches to assure that the unique contributions of midwives are disseminated to benefit women and their families.

Domain #1: Supporting Our Members

New and Notable

The current ACNM strategic plan focuses primarily on advancing the profession. In this new plan, ACNM members are at the “pinnacle” of our organization; all of our work, in all domains, aims to enhance the success of our members. We also recognize that we need more CNMs and CMs to be ACNM members in order to accomplish our strategic plan.

Our Envisioned Future

- High-quality, individualized experiences for all members
- Representing and supporting members through benefits and resources that have a positive, personal impact on their lives and careers
- Members and the U.S. public view ACNM as the preeminent midwifery resource

Achieving Our Envisioned Future

- National and affiliate membership campaigns, guided by ACNM’s new Membership and Marketing Committee
- Enhanced awareness and ease-of-use of existing member resources, and re-evaluating these resources regularly based on member input
- Enhanced opportunities for members to actively participate in ACNM
- A more transparent, accessible, diverse and inclusive leadership process
- Improvements in the ability of members to connect with others with common interests through ACNM
- Expanded recognition and celebration of long-serving clinicians, longtime members, and exemplary volunteers
- Professional development resources, primarily through e-learning and peer networking forums, for every career stage, and with a special focus on interprofessional collaboration

Domain #2: Supporting Our Affiliates

New and Notable

We recognize that strong affiliate organizations are critical to the success of our members and our profession. ACNM national will make a range of services available to affiliates to help them achieve their goals, focused on general organizational development as well as advocacy support.

Our Envisioned Future

- ACNM affiliates are fully operational in terms of membership, diversification and inclusion, professional development, networking, advocacy, community outreach, student engagement, preceptor encouragement, and linkage to the regions and national organization
- Every member is valued by the affiliate and owns the affiliate’s success as a personal goal

Achieving Our Envisioned Future

- Resources to help affiliates grow membership and engage members through continuing education meetings, communications, and leadership and participation opportunities suitable for members at all career stages -- including students
- Support for greater diversity and inclusivity

- Continued work to ensure that all CNMs and CMs to work to the full extent of their education
- Resources to help affiliates achieve full practice authority, establish International Confederation of Midwives (ICM) Education Standards as minimum standards for practice, and participate effectively in coalition with other key stakeholder groups
- Support to affiliates to strengthen their governance and participation in public education about midwifery

Domain #3: National Development of Women’s Health and Midwifery

New and Notable

In our current strategic plan, we have several separate goals related to advancing the midwifery profession on a national level. This new plan describes an integrated approach to developing and strengthening the national midwifery workforce, modeled after findings of *The Lancet Series on Midwifery* as well as the *2014 State of the World’s Midwifery* report.

Our Envisioned Future

- All women in the U.S. have access to high-value midwifery care, achieved through quality, affordable and accessible midwifery education, full practice authority, enhanced interprofessional engagement, and heightened awareness, understanding, and acceptance of midwifery care among all key stakeholders
- An increasing proportion of women choose midwives as their care providers

Achieving Our Envisioned Future

- A continued campaign for full practice authority, with full access to hospital privileges and credentials, for all practicing CNMs and CMs
- Vigorous multi-stakeholder advocacy, utilizing a “Midwifery Value Proposition” to articulate the economic value of midwifery care, in addition to other resources
- Updated strategy for expanding recognition of the CM credential
- Midwifery workforce expansion by strengthening the quality, capacity, affordability, and accessibility of midwifery education, by building multi-stakeholder consensus on the maternity and women’s health care workforce and increasing financial support for midwifery education
- Increase in the number of high-quality applicants to and students in Accreditation Commission for Midwifery Education (ACME)-accredited midwifery education programs and the number of clinical sites
- Innovation in education
- Support of the ACME strategic plan
- Workforce diversification, following the recommendations of the ACNM Diversification and Inclusion Task Force
- Strategic promotion of midwife-led care, using tools and resources of the ACNM Healthy Birth Initiative™ and *Our Moment of Truth*™ campaign, as well as public relations, social media, and continuing to build support from other stakeholders

- Optimizing midwives' capacity to improve the safety and quality of care by expanding our professional resources and leveraging national strategies
- Promoting midwifery leadership in quality improvement and interprofessional initiatives
- Serving as a leading champion for healthy, normal birth and midwifery care
- Working to ensure that there is accurate data describing midwifery care, the midwifery workforce, and the value of midwifery care. We will implement a national data collection strategy using the ACNM Benchmarking Project as a launching point, and position midwives for participation in value-based reimbursement structures

Domain #4: Global Engagement

New and Notable

ACNM's global engagement domain of the new plan has two major programs: business development and implementation of grant-funded programs to enhance maternal/newborn and reproductive health care in low-resource settings globally; and professional development and networking opportunities to help our members develop leadership in global health. We aspire to create synergies between these two programs.

Our Envisioned Future

- ACNM promotes the health of women and newborns globally by supporting and partnering with midwifery and health organizations
- Development and support of sustainable pre-service and in-service programs for midwives and others providing midwifery care
- Support for community mobilization, global exchange, and quality improvement in health systems and professional associations working to improve the care of women and infants

Achieving Our Envisioned Future

- Increase in participation in grant-funded programs that engage US midwives to improve the health of women and newborns globally, focused on our areas of highest expertise, such as in-service and pre-service education, health professions and systems strengthening, and community education and mobilization. Our grant portfolio will contribute positively to our organizational capacity
- Expansion of opportunities for our members to engage in and develop leadership in global health through the USAID Survive and Thrive Global Development Alliance, collaboration with the International Confederation of Midwives, the Federation of Gynecology and Obstetrics, and with midwifery associations in select countries
- Continuing education for US midwives in cross-cultural care and on effective strategies for decreasing infant and maternal mortality and morbidity and improving women's health globally
- Partnership with the A.C.N.M. Foundation, Inc., to increase funding for the Bonnie Pederson and Jeanne Raisler awards

Domain #5: Organizational Capacity

New and Notable

ACNM's current strategic plan has a goal entitled "organizational effectiveness," which is not detailed. This new domain identifies the different dimensions of organizational capacity needed to fully support our strategic plan.

Our Envisioned Future

- ACNM is vibrant and continuously improving, able to fully support its strategic plan, and is a leader in midwifery and women's health

Achieving Our Envisioned Future

- Support to volunteer leadership to gain the knowledge and skills to support the strategic plan and lead the profession
- Governance and organizational policies and procedures that are transparent, user-friendly, and accessible to all
- Sufficient financial resources to support our strategic plan through revenue growth and strategically aligned diversification
- Enhanced budget stability while maintaining superior internal controls and accounting processes
- Sufficient management and staff, technology, and planning processes to support the strategic plan
- Continuous enhancements of our brand, reputation, and relationships with key stakeholders in alignment with our strategic plan