

Forging Our Future: ACNM 2015–2020 Strategic Plan

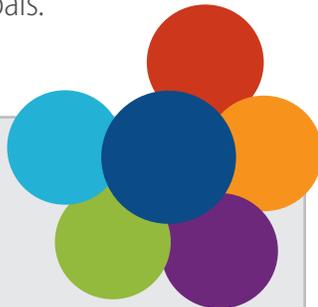
From 2015 to 2020, ACNM will organize its work into 5 strategic domains: support to our members, support to our affiliate organizations, national advancement of midwifery and women’s health, global engagement, and organizational capacity. This Executive Summary gives an overview of the work that we will undertake from 2015 to 2020. See the full plan online at www.midwife.org/ACNM-Future-Focus for programs, strategies, and detailed SMART (Specific, Measurable, Achievable, Realistic and Time-bound) goals.

Our Vision

A midwife for every woman

Our Mission

The mission of the American College of Nurse-Midwives is to support midwives and advance the practice of midwifery in order to achieve optimal health for women through their lifespan, with expertise in well woman and gynecologic care, promoting optimal pregnancy, physiologic birth, postpartum care, and care of the newborn. ACNM supports the practice of midwives by promoting education, research, and advocacy that advances clinical excellence, expansion of a diverse midwifery workforce, and equitable legislation, regulation, and institutional policies that establish midwifery as the standard of care for women.



Our programs and strategies across all domains will emphasize 5 core commitments:

- **Diversification and Inclusion.** We seek to embrace diversity and inclusion in our profession and organization at every level to meet the needs of a diverse US population and so that all CNMs and CMs with diverse backgrounds and career choices feel welcome and able to contribute to the profession.
- **Leadership Development.** We seek to enhance midwifery leadership in ACNM, the United States, 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.
- **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. This includes continuing to develop and share evidence-based research related to midwifery’s contributions to understanding normal physiologic birth.
- **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 physiologic birth and other 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.

Domain 1: Supporting Our Members

Increase the value of ACNM membership by providing high-quality resources and experiences

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, during education, while actively practicing, beyond clinical care roles, and into retirement

- Members and the US 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

Support the growth and development of our affiliate organizations

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

To fulfill our mission & vision, ACNM targets 5 core commitments across 5 strategic domains.



Achieving Our Envisioned Future

- Resources to support affiliates to 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 are able to work to the full extent of their education
- Resources to support affiliates to 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 and women’s health, including primary care and physiologic birth.

Domain 3: National Advancement of Midwifery and Women's Health

Expand access to midwifery care for all women

Our Envisioned Future

- All women in the United States 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
- The midwifery profession reflects the diversity of the women and families we serve
- An increasing proportion of women choose midwives as their care providers
- The midwifery voice is systematically recognized as a necessary part of any discussions related to women's health

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 and diversification 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, and utilizing the recommendations of the ACNM Diversification and Inclusion Task Force
- 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
- 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
- Actively engaging consumers in the work of ACNM
- Optimizing midwives' capacity to improve the safety and quality of women's health care and advance health equity for women and families 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 improve the accuracy of 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

Partner with global stakeholders to advance the health of women and newborns

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 (ICM), the International Federation of Gynecology and Obstetrics (FIGO), and with midwifery associations in select countries, such as our twinning relationship with Midwives Association of Zambia

- 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

Ensure the availability of resources and expertise 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

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Our Core Values

- Excellence
- Evidence-Based Care
- Formal Education
- Inclusiveness
- Woman-Centered Care
- Primary Care
- Partnership
- Advocacy
- Global Outreach



For a full description of each of our core values, visit www.midwife.org/Our-Mission-Vision-Values