

**Revitalizing Your Affiliate
Through Innovative
Leadership: Strategic
Planning for Affiliates and
Chapters**

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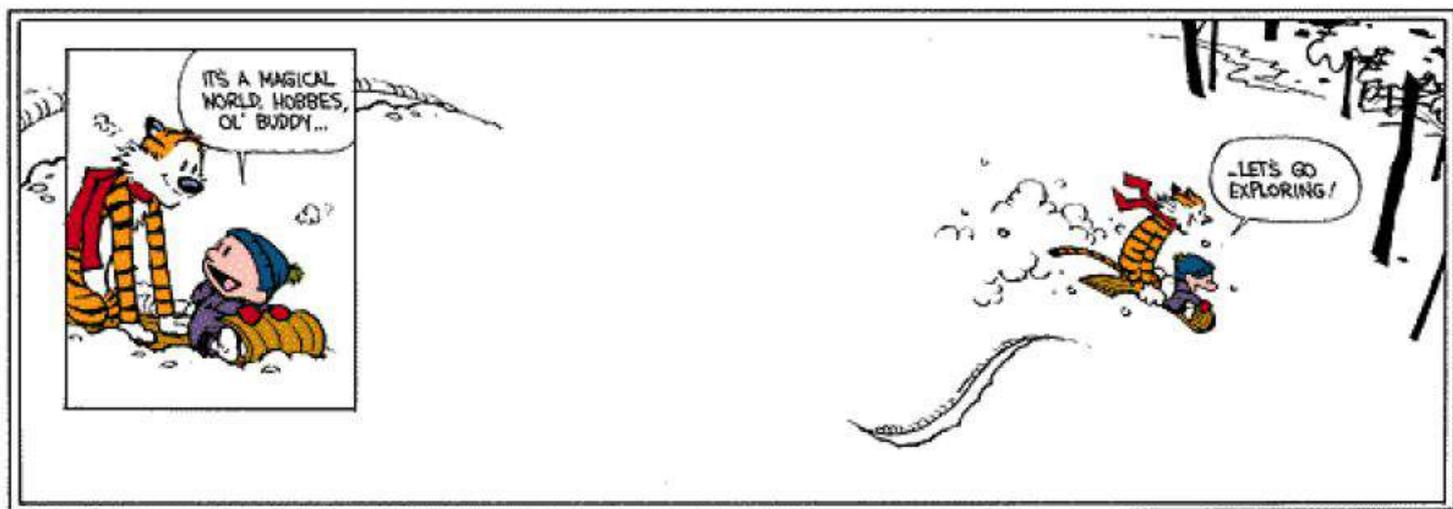
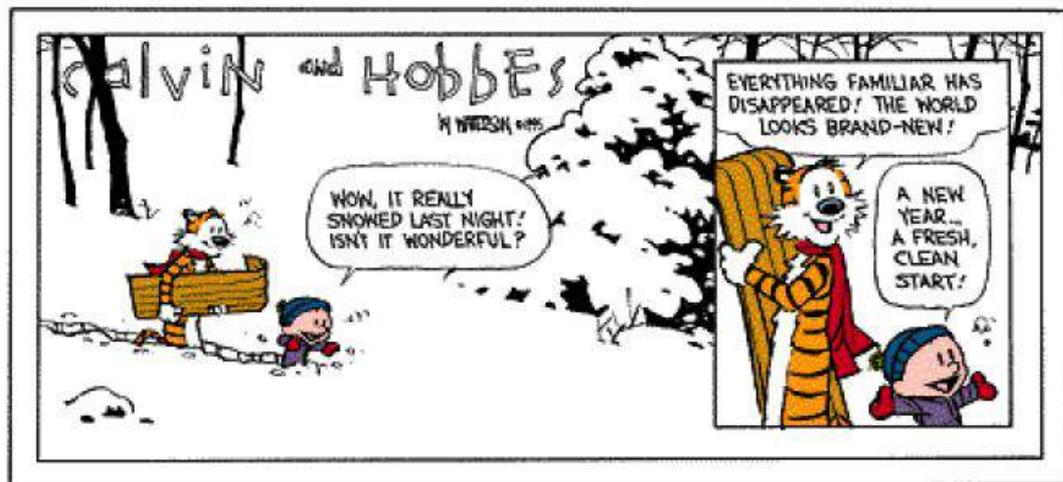
**Mary Kay Miller, MSN, CNM,
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Objectives

At the end of this workshop, participants will be able to:

- Appreciate the role of transformational leadership in Affiliate guidance
- Understand the process of strategic planning and develop strategic goals for Affiliates over the next one to three years
- Formulate actionable items for Affiliate Leadership related to revitalizing ACNM Affiliates and Chapters
- Demonstrate awareness of diversity and inclusion priorities within Affiliates
- Develop actionable steps for addressing diversity and inclusion priorities within Affiliate leadership and membership



Transformational Leadership

- Inspiring followers to commit to a shared vision and goals through innovation, coaching, mentoring, challenging, and supporting. (Carleton, Barling, & Trivisonno, 2018)
- Inspirational leaders transcend individual self-interests, aligning objectives and goals of the followers, the leader, groups, and the organization. (Ross, Fitzpatrick, Click, Krouse, & Clavelle, 2014)

Trait Mindfulness

- Heightened awareness of and attention to internal and external experiences
- Nonjudgmental, emotional detachment, avoids categorizations
- Simultaneous awareness and acceptance of more than one perspective
- Nonreactivity toward inner experiences
- A state of consciousness

(Carleton et al., 2018)

I've learned to use meditation and
relaxation to handle stress...

Just kidding,
I'm on my
third glass
of wine.



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Mindfulness & Leadership

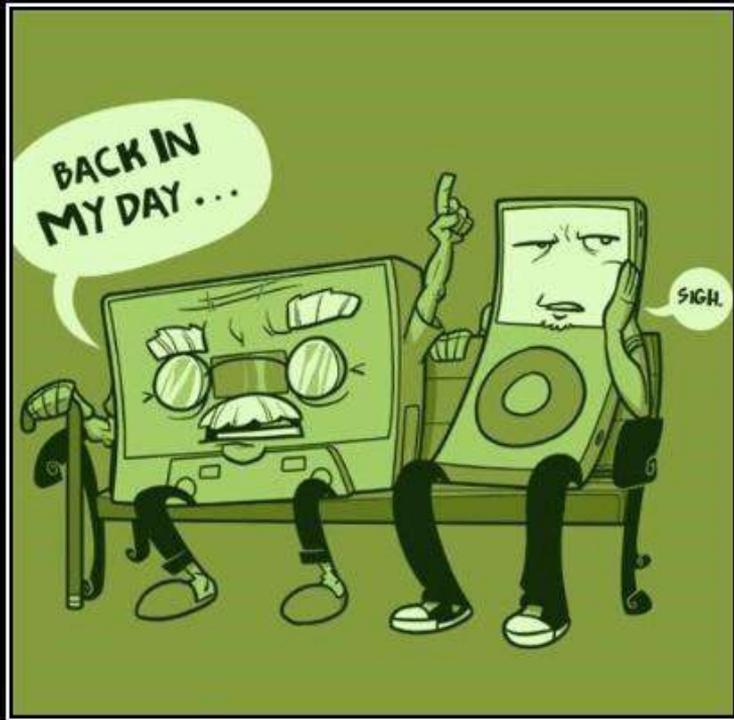
- Trait mindfulness predicts positive affect
- Positive affect predicts leadership self-efficacy
- Positive affect and self-efficacy beliefs predict transformational leadership
- The effect of leaders' trait mindfulness on transformational leadership is mediated by positive affect and self-efficacy beliefs

(Carleton et al., 2018)

Transformational Leadership Practices of Leaders in Professional Nursing Associations

- Inspiring a shared vision
- Challenging the Process
- **ENABLING OTHERS TO ACT**
 - Promote cooperative goals
 - Make each member feel competent and confident
- **ENCOURAGING THE HEART**
 - Recognition of peers
 - Celebration of accomplishments
- Modeling the Way

(Ross et al., 2014)



GENERATIONAL DIFFERENCES

From Four-Track to Four-Gig

Generational Differences & Professional Membership

- More commonalities between generations than differences
- Baby Boomers
 - Loyal
 - Hard-Working
- Gen Xers and Millennials
 - Desire organizations that invest in them
 - Value contributing to the community and putting the customer first

(Martin & Waxman, 2017)

Transformational Leaders

- Challenge the status quo
- Innovators that evolve to keep members engaged
- Provide a true, authentic, and personal experience
- Honor the legacy set before
- Maximize the wisdom of experienced members
- Recruit and retain the next generation of leaders
- **Focus on commonalities, build on strengths, and allow for individuality**

(Martin & Waxman, 2017)

Priorities for Professional Organizations

- Continuing Education
- Legislation/Regulation/Advocacy
- Networking/Socialization/Engagement
- Marketing/Public Relations
- Mentorship
- Leadership Development
- Student Engagement
- Strategic Planning
- Increase Diversity and Representation in Membership

(ACNM ADS Leadership Survey, 2018; Goolsby & DuBois, 2017; McHatton, Bradshaw, Gallagher, & Reeves, 2011)

Strategic Planning Process

1. Gather Inputs

- a. SWOT Analysis
- b. Membership survey

2. Vision

- a. Where are you going?
- b. Establish consensus

3. Mission

- a. What is your purpose?
- b. How do you accomplish your Vision?

4. Values

- a. Understand and agree on these

5. Risks & Roadblocks

- a. Identify and plan for obstacles

6. Strategic Priorities

- a. Maximize progress toward your Vision
- b. Tie big-picture-thinking into action items

7. Communication

- a. Let members know where you're going and how they can contribute
- b. Listen as well as speak

(smestrategy.net/blog, 2018)

Strategic Planning for Affiliates

The steps you go through as an Affiliate to determine the direction of your Affiliate (your Vision), what you're going to do and for whom (your Mission), and how you will measure (your Goals) and guide your strategy to get there (Next Steps).

YO DAWG, I HEARD YOU LIKE PLANNING

**SO WE PLANNED TO GET YOU A
PLANNED PLAN FOR A PLANNING PLAN**

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Benefits of Strategic Planning

- Enables development of a clear vision of short- and long-term goals and procedures for ensuring these goals are met
- Allows means for measuring performance
- Including members in the process, consensus can be achieved in determining and pursuing goals
- Demonstrates the Affiliate values the satisfaction of its members

Why yes, we do have a
strategic plan.



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Domain 2: Supporting Our Affiliates: Our Envisioned Future

Fully operational in terms of:

1. Membership
2. Diversification and inclusion
3. Professional development
4. Networking
5. Advocacy
6. Community outreach
7. Student engagement
8. Preceptor encouragement
9. Linkage to regions and national organization

Every member is valued

Key Strategies for Associations

- Identify membership base and respond to their needs
 - Review membership roster regularly - found on portal
 - Reach out to new members - welcome letter
 - Consider membership director
 - Invite non-members to meetings
- Offer programs and services members request
 - Consider annual survey to assess member needs
 - Professional Association Membership Questionnaire (PMAQ)
 - Consider fewer offerings but higher-impact programs
 - Manage meetings wisely

(Drenkard, 2015; Yeager & Kline, 1983)

- Invest in technology
 - Platforms for virtual meeting
 - Free Conference Calling
 - GoToMeeting
 - Zoom
 - Google Hangouts
 - Good quality conference speaker
 - Website, social media

Arkansas Affiliate



STRENGTHS



OPPORTUNITIES



WEAKNESSES



THREATS





STRENGTHS



- Advocacy
- Presence
- Engagement
- Communication
- Relationships
- Service
- Evolution





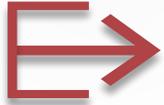
WEAKNESSES



- Engagement
- Communication
- Membership
- Attitudes



OPPORTUNITIES



- Engagement
- Communication







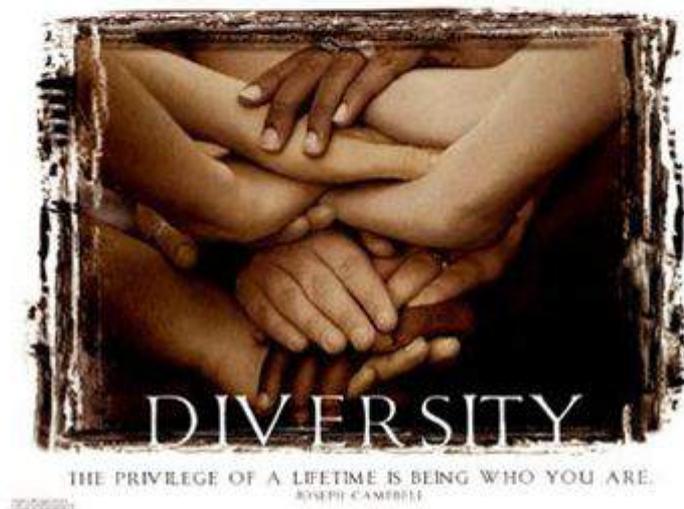
THREATS



- Politics
- Presence

Diversity and Inclusion

Alexis B. Dunn, PhD, CNM



Diversity and Inclusion

Diversity: range of human differences (race, identity, gender, gender identity, sexual orientation, social class, physical ability, religion)

Inclusion: involvement and empowerment/sense of belonging

Georgia Affiliate's First Question: What does Midwifery look like in our state??



Diversity and Inclusion: Midwifery in Georgia

Elizabeth Sharpe



Angelina Ruffin



Mary Frances Coley

Anjli Aurora Hinman



<http://georgiamidwife.org/wp-content/uploads/2018/05/A-Timeline-of-Midwifery-in-Georgia.pptx.pdf>

Georgia Areas of Focus: Diversity and Inclusion

Goal: Increase the representation of midwives from different practice settings at affiliate events and activities.

- By doing this, we **organically** increased diversity and involvement in affiliate activities
- By focusing on this goal, we developed initiatives and committee that address maternity care outcomes

Plan: Host events and activities and create committees that include various types of midwives

- Home birth, hospital birth, birth center birth
- research and education focused midwives
- midwives with political interest
- student midwives



Diversity Committee: GA Affiliate of ACNM

- Began in 2016 with 8 members (CNM's and student interns)
- Used several national ACNM documents to guide the development of the committee
 - shifting the frame document (developed by D&I Task Force)
 - ACNM strategic plan (2015-2020)
- Monthly calls on the 4th Wednesday of the Month

Example Activities

- Emory Pipeline Project (expose high school students to midwifery)
- Home Birth Panel and Hospital Birth Panel
- Keeps affiliate aware of upcoming professional conferences related to diversity
- Provides updates on rural health crisis in Georgia/maternal mortality crisis

Programs

“Come Sit A While”

History of Midwifery/Honor of the Grand Midwives

Clinical Outcomes

Health Disparities

Maternal Mortality

Education and Workforce



(Midwife Lizzie Bell Wilson)

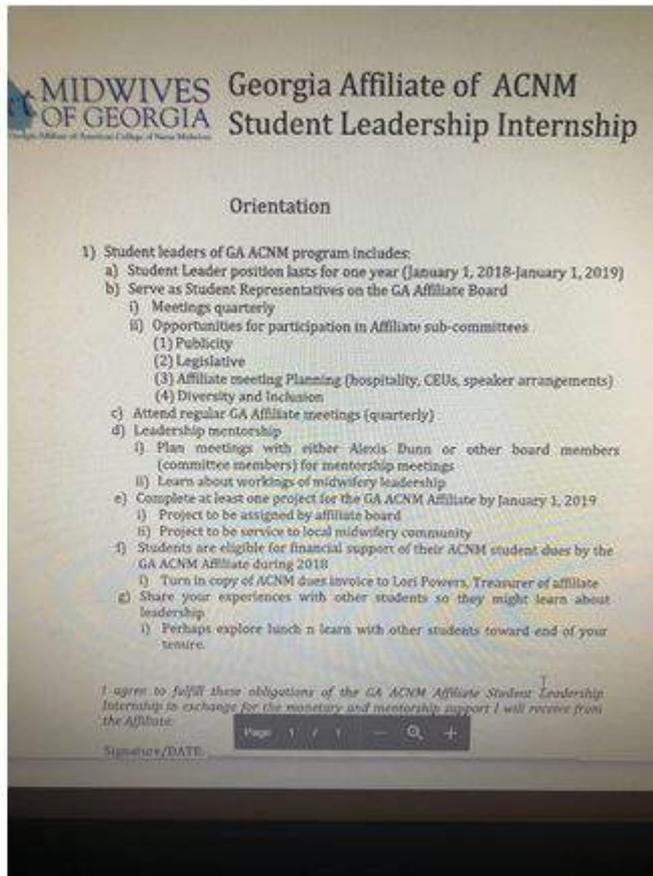


Student Internship Program/Advancing Board Member

- Affiliate desired to be more inclusive of new midwives and student midwives
- Developed an affiliate internship program (2-4 students per year)
- Participate in Executive Board Meetings
- Assigned to a committee (publicity, legislative, D/I)
- Do a project of service to the affiliate
 - *Educational program for high school students
 - *Provider shortages in rural Georgia
 - *Hospitality Booth
 - *Develop Marketing Materials
 - *Organize rallies
- Created an Advancing Board Member Position (midwife <3years on the executive board)



Sample Intern Agreement



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