

National Birth Defects Prevention Network

2011-2015 Strategic Plan

**Presented at the 14th NBDPN Annual Meeting
Orlando, FL
February 27, 2011**

**Approved by the Executive Committee
March 16, 2011**

The National Birth Defects Prevention Network gratefully acknowledges the Centers for Disease Control and Prevention's National Center on Birth Defects and Developmental Disabilities for providing financial support.

April 2011

I am pleased to announce that a new and updated strategic plan has been finalized for the NBDPN! The revised plan is now available on the NBDPN Web site and will be guiding us for the next five years. I encourage you to review the new plan to see our new objectives. Hopefully, you can find some focus areas of interest to you and can help in the effort to accomplish these goals over the next 5 years. Please contact committee chairs with your interests.

The 2006-2010 strategic plan used to guide the NBDPN over the past five years was winding down last fall and it was time to take stock of where we are as an organization. As a result, the NBDPN leadership approved the development of a new strategic plan to guide our work during 2011-2015.

NBDPN working groups and teams were formed to gather information, review our organizational culture, evaluate our products and services, and consult with persons external to NBDPN. These teams worked to assess our status, and collect input from our members and partners on new directions. With an eye on our past successes and with a vision of our potential, a new strategic plan was developed. The plan is designed to lay out what needs to be done over the next 5 years to assure the viability of the NBDPN and to best meet the needs of our members and partner organizations.

The purpose of the NBDPN Strategic Plan for 2011-2015 is to serve as a compass that provides direction to the organization. Presented here is a summary of the plan, which was approved by the NBDPN Executive Committee on March 16, 2011.

As you read this, I encourage you to participate as we move from development to implementation of the plan. The work of the NBDPN is accomplished by volunteers like you working through the NBDPN committees and work groups. We need your thoughts, your time and your creative energy!

Glenn Copeland
2011 President, NBDPN

2010 Strategic Planning Groups

The Strategic Steering Group

Ann Phelps (TX) 2011 Sec-Treas
Carol Stanton (CO)
Craig Mason (ME)
Deb Fox (NY)
Glenn Copeland (MI) 2011 President
Julianne Collins (SC)
Melanie Lockhart (MOD)
Sam Viner-Brown (RI)
Cara Mai (CDC)

The Strategic Advisory Group

Amy Case (TX)
Marcia Feldkamp (UT)
David Law (TN) 2011 President elect
Jane Correia (FL)
Joan Erhardt (MI) 2011 Sec Treas elect
Leslie Beres (NJ)
Norma Ryan (OH) 2011 Member at Large
Paul Romitti (IA)
Russell Kirby (FL)
Stephanie Miller (NH)

Consultant:

Pat Richter, Director
PR Quickhelp Nonprofit Consulting
Red Bank, NJ

Strategic Plan for 2011-2015

Mission and Vision:

Mission of the Network

The mission of the National Birth Defects Prevention Network is to establish and maintain a national network of state and population-based programs for birth defects surveillance and research. The Network assesses the impact of birth defects upon children, families, and health care; identifies factors that can be used to develop primary prevention strategies; and assists families and their providers in secondary disabilities prevention.

To fulfill its mission, the Network pursues the following goals:

- **Improve access** and application of information about the prevalence and trends of birth defects
- **Increase collaboration** between members within the birth defects community
- **Advance science** through birth defects surveillance and its application to public health efforts and resource allocation

Vision:

Birth defects surveillance advances science and its application to birth defects prevention.

Background:

The National Birth Defects Prevention Network, a membership organization founded in 1997, became a 501 (c) (3) nonprofit organization in September of 2000. The Network's leadership, recognizing the importance of long range planning, was instrumental in developing a plan in 2005 and renewing the process five years later, in 2011. The strategic planning process began in October 2010 with a team of eighteen Steering and Advisory group members, a CDC Liaison, and a professional nonprofit facilitator. The groups finalized the Plan during a Strategy Meeting on February 10-11, 2011 in Atlanta, GA.

Strategic planning took into consideration the results of the prior five year plan, and included the knowledge and experience of NBDPN leadership and key stakeholders, and the internal and external environment. An environmental scan was conducted with the help of PRQuickhelp Consulting, administrative support from the Centers for Disease Control and Prevention, and other strategy planning group members. Information was gathered through the following activities:

- Assessment of success in completing objectives from the 2005-2010 Strategic Plan
- Update of the 2005 SWOT analysis to reflect the current Strengths, Weaknesses, Opportunities, and Threats

- Review of the annual meeting evaluations and comments from members about the Network as a whole
- Survey of Leadership (Steering and Advisory Committee members) (20 of 30 respondents)
- Survey of current and previous Executive Committee members (27 of 31 respondents)
- Telephone interviews with nine key informants (external partners, CDC, active and inactive NBDPN members)
- Documentation review (operating budget, products, committee structure, and more)

Strategic planning improves the alignment between mission, programs, resources, and relationships. Through this planning process, the Steering and Advisory groups determined **what** the Network intends to accomplish and **how** the Network and its resources will be directed toward accomplishing these goals over the coming months and years. This strategic plan serves as the basis for operational plans developed each year, especially those of the Committees and Groups.

Executive Summary:

The NBDPN Strategic Plan for 2011-2015 is more succinct and focused than the prior five year plan, with the hope of aligning and clarifying the work of the committees and groups. No activities were selected that could not be implemented by a Committee or Group. There is an increased emphasis on member services, increasing visibility, advocacy, and financial sustainability. Activities planned to support each objective take into consideration government efforts, opportunities for impact, capacity, resources, and measurement strategies available. Each objective is approached through a variety of activities that will lead to capacity building, revenue diversification, outcomes measurement, marketing, and responsiveness to validated member needs.

The Goals and Objectives of the Five Year Strategic Plan are listed below:

Goal I: Establish and support activities, services, and products that help the Network accomplish its mission

Objective 1: Provide at least five opportunities to increase the knowledge and skills of members each year. (Annual Meeting, Education and Outreach, Neural Tube Defect Surveillance and Folic Acid Education, Publications and Communications, and Surveillance and Guidelines and Standards Committees responsible)

Objective 2: Increase the efficiency of state surveillance program data collection, and the quality, utility, and dissemination of surveillance data beginning in 2011. (Surveillance, Guidelines, and Standards and Data Committees responsible)

Goal II: Establish new partnerships and strengthen existing collaborations that increase the effectiveness of the Network.

Objective 1: Increase partnerships with national organizations¹ to enhance reciprocal efforts, mutual visibility, and expand membership annually (Executive Committee, Partnership Group, Annual Meeting Committee, and Membership and Elections Committee responsible).

Objective 2: Establish advocacy capacity to support current and desired federal and state policies and funding that ensure birth defects surveillance, research, and prevention continue and grow. (Executive Committee and Advocacy group responsible)

Objective 3: Create a system for engaging parent and family support groups in the Network. (Education and Outreach Committee, Annual Meeting Committee, and Partnership Group responsible)

Goal III: Create and maintain the optimal infrastructure to support the mission of the Network.

Objective 1: Improve focus, function, and increase accountability of committees and groups in support the Strategic Plan, beginning in 2011. (Executive Committee, Membership and Elections Committee, and Finance Group responsible)

Objective 2: Increase the number of Network members by 10% annually as well as the proportion of members who participate in Network activities beginning 2011. (Membership and Elections Committee and Partnership Group responsible)

¹ National organizations include, but are not limited to, NCBDDD/EPG, ACOG, AAP, SBAA, MOD, FAS, TFAH, TIS, ASTHO, CSTE, genetics groups, parent/consumer groups, researchers, birth defects groups, disability groups, and health information management groups.

Objective 3: Increase the visibility of the Network through development and implementation of a formal marketing plan by 2014. (Executive Committee responsible with contributions from other committees/groups as listed)

Objective 4: Strengthen governance and business management functions of the Network. (Executive Committee responsible with contributions from other committees/groups as listed)

Goal IV: Create a diversified funding base to support infrastructure and core program services.

Objective 1: Secure a minimum of \$5,000 from incentives, differentials, additional offerings, and fundraising activities at the 2012 annual meeting, increasing income by 10% each year. (Finance Group, Annual Meeting Committee, and Executive Committee responsible)

Objective 2: Secure sponsors to support core mission work and operations of the Network beginning 2011, increasing value annually thereafter. (Executive Committee, Finance Group, Partnership Group, Publications and Communications Committee, and Annual Meeting Committee responsible)

Objective 3: Secure at least \$35,000 annually in preferably unrestricted funds, by fiscal year 2014 (not including membership dues). (Finance Group, Annual Meeting Committee, and Executive Committee responsible)

Evaluation Process for the Plan

The Executive Committee, as the governing Board of Directors, will implement the Strategic Plan. The Executive Committee will share progress with the membership. This Committee will also be responsible for helping the NBDPN committees and groups to integrate Plan activities into their annual work plans.

Glossary of Terms

Strategic Planning: The process of determining **what** an organization intends to accomplish and **how** it will direct its resources toward accomplishing these goals over the coming years. Strategic planning assumes that an organization must be responsive to an environment that is dynamic and hard to predict. The process is *strategic* because it involves choosing how best to respond to the circumstances of a dynamic and sometimes hostile environment.

Goals: Summarize the principle accomplishments the NBDPN hopes to achieve in order to realize its vision and fulfill its mission. Goals descend from and are validated by the vision. They are general and not always quantifiable, can be short or long term, and are evaluated annually.

Objectives: Support the goals and provide more details. They answer the question: What will be done by when? Objectives are **SMART**:

Specific – pertaining to a certain task or program;

Measurable – quantifiable by date, outcomes, and responsibility;

Attainable – doable within the time prescribed and with existing constraints;

Results oriented – focused on short-term activities to gain longer-term goals; and

Time determinate – the time frame for completion is established.

Activities (also known as action steps, methods, or implementation plan): Outline the specific steps that need to be taken and tasks that need to be completed to accomplish the objectives by a certain time.

National Birth Defects Prevention Network Committee Products

Annual Meeting Committee

Annual meeting

Data Committee

State data and directory information for the annual report in Birth Defects Research A
Peer-reviewed articles from collaborative projects
Data sharing agreements/policies/procedures
Computer programs and datasets (members only section of website)

Education and Outreach Committee

Birth Defect Prevention Month packets (on website)

Ethical, Legal, and Social Issues (ELSI) Committee

Interstate data exchange agreements (on website)
HIPAA factsheets (on website)

Membership and Elections Committee

Election ballots (via email)
Membership roster
NBDPN bylaws (on website)

Neural Tube Defect Surveillance and Folic Acid Education Committee

Folic acid educational materials (on website)
NTD ascertainment project (on website)
Peer-reviewed articles (related to folic acid or neural tube defects)

Publications and Communications Committee

NBDPN Website
NBDPN Newsletter published twice a year (via email and on website)
Monthly Articles of Potential Interest (on website)
Edit peer-reviewed articles for the annual report in Birth Defects Research Part A
Edit peer-reviewed articles for the Spring issue of the Journal of Registry Management

Surveillance Guidelines and Standards Committee

Birth Defects Surveillance Guidelines (on website)
Data presentation tips and coding Q&A (members only section of website)
Webinars (members only section of website)