

2019-2021 BALANCED SCORECARD

INITIATIVE 1: FINANCE & ADMINISTRATION

**Initial target date listed – if marked with asterisk, will be completed annually thereafter*

Strategic Objective <small>(To be completed by end of FY 2021)</small>	S.M.A.R.T. Goal <small>(To be completed by the end of FY identified)</small>	Fiscal Year	Owner	Target <small>(No later than)</small>	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
1.1 Encourage continued development of the SPD Foundation with concomitant transparent membership reporting of Foundation use of funds	1.1.1 Execute a fundraising event at each SPD Annual Meeting.	2019*	Foundation	7/31/2019		Timing – Best day/time	
	1.1.2 Modify Foundation giving program to remove option for PeDRA-specific earmarks since they have their own individual fundraising mechanism now in place.	2019		10/31/2019	Avoid confusion for donors	PeDRA perspective – may feel excluded Communicate w/PeDRA re: future directions Less funding for SPD research initiatives	
	1.1.3 Provide a minimum of 2 communications per year (verbal presentation at Annual Meeting, article in newsletter, year-end report) highlighting Foundation funds raised and how they are being spent to increase transparency.	2019*	Foundation	12/31/2019	Better communication - > scrolling screens	Time constraints at meetings	
	1.1.4 Develop a campaign that encourages legacy gifts to the SPD Foundation.	2020	Foundation	6/30/2020	Increase financial stability Use senior members to help coordinate efforts Naming features or events after donor	Lack of experience with this mode of giving	
	1.1.5 Fund new SPD programs/initiatives that target early trainees (medical students through 1st-2nd year residents) to attract their interest in pediatric dermatology.	2020	Foundation	12/31/2020	Funding travel to meetings Participating in local research meetings for students		
1.2 Continue to cultivate partnerships with industry	1.2.1 Increase pharmaceutical support by 5% yearly	2019*	Fundraising	12/31/2019	Yes!		
	1.2.2 Identify a minimum of 1 new support partner per year	2019*	Fundraising	12/31/2019	New R&D	Platform timing conflicts – advance book slots Must be mindful of giving bang for buck, all (mostly) industry	
	1.2.3 Prepare a report that explores incorporating industry support opportunities not currently offered (i.e. Satellite Symposia, Product Theaters, Exhibits) into the Annual and Pre-AAD meetings.	2020	Fundraising	6/30/2019	Pipeline medications/therapies presented to large audience	Over Pharma (over commercialization) Time conflict Fair balance Sunshine Act	



2019-2021 BALANCED SCORECARD

INITIATIVE 1: FINANCE & ADMINISTRATION (Continued)

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1.3 Create and maintain a dynamic committee structure that addresses society needs and ensures broad opportunities for members	1.3.1 Initiate process for conducting the next Strategic Planning Retreat scheduled for early 2022 (moderator, member survey, invitation list, location)	2021	Strategic Planning	1/31/2021			
	1.3.2 Create novel ideas to increase membership response rate for the strategic planning survey to minimum of 20% prior to March 2022 retreat (current response rate is 12-15%)	2021	Strategic Planning	6/30/2021	Get a better response if done Via ARS (audience response) at Annual Meeting (broad questions only)	Survey fatigue	

2019-2021 BALANCED SCORECARD

INITIATIVE 2: EDUCATION & CAREER DEVELOPMENT

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2.1 Provide high-quality educational meetings specifically for pediatric dermatologists	2.1.1 Execute a minimum of 1 live ABD-approved MOC self-assessment course annually.	2019*	Certification & MOC	7/31/2019			
	2.1.2 Designate one lecture focused on patient or provider well-being for each Annual Meeting (overlaps with breakout session in Junior Faculty goals [2.5.1]?)	2019*	Meetings	7/31/2019	Lecture or break-out Can be broader - psychosocial topic related to patient/provider	Be flexible about this – landscape will shift	
	2.1.3 Develop a plan to record or livestream the SPD Annual Meeting starting in 2020 or 2021	2019	Meetings	12/31/2019		Would you be able to get CME? Expense	
	2.1.4 Update criteria utilized to select Hurwitz Lecture to ensure content of the two lectures is appropriate for pediatric dermatology audience.	2019	Meetings	9/30/2019			
	2.1.5 Program at least one clinically focused session at each Annual Meeting drawing upon the collective expertise of expert panels or audience members to help address diagnostic or therapeutic challenges.	2020*	Meetings	7/31/2019			
	2.1.6 Create and sustain a guide for course directors for each annual meeting to aid with content planning.	2020	Meetings	3/31/2020			

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2.2 Ensure improved access to and awareness of up-to-date Maintenance of Certification (MOC) requirements and resources applicable to pediatric dermatologists	2.2.1 Obtain information from ABD regarding statistics on fellows sitting for and passing the pediatric dermatology boards.	2019	Certification & MOC	12/31/2019		Might be helpful to see what Fellows do after Fellowship (academics/PP/adults & peds)	
	2.2.2 Provide an annual update on status of MOC requirements to both membership and the SPD Executive Committee	2020*	Certification & MOC	6/30/2020			
	2.2.3 Update and distribute a list of MOC resources annually, available on the SPD website.	2020*	Certification & MOC	6/30/2020			
2.3 Increase the number of fellows being trained in fellowship programs and improve the training experience	2.3.1 Committee will conduct an annual review/update/maintain of 200 word-maximum online profile listed on the SPD website, containing fellowship program information	2019*	Fellowship Directors	12/31/2019			
	2.3.2 Develop specialty-specific milestones and other programmatic requirements in conjunction with ACGME and RRC	2019	Fellowship Directors	12/31/2019		Fellowships are vastly different	

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2.4 Provide online education resources for both general practitioners/pediatricians and families on common skin conditions	2.4.1 Create one new patient education handout per issue of <i>Pediatric Dermatology</i> and revise 3 older handouts per year	2019*	Education	12/31/2019		Revised handouts will only be online; PDF in journal will be out of date	
	2.4.2 Create Spanish translations of all current SPD Patient Handouts	2020	Education	12/31/2020		How many – cost for professional translation	
	2.4.3 Recruit SPD members to work with AAP on revising healthchildren.org materials	2020	Education	6/30/2020	Move to advocacy?		
	2.4.4 Create a minimum of 1 new or revised educational piece/video per year co-branded with the AAD, including the Basic Dermatology Curriculum and Patient Education Videos.	2020*	Education	6/30/2020			

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2.5 Increase education and engagement of young members (<= 7 years post training)	2.5.1 Program a minimum of 1 annual meeting breakout session that targets physician wellness and burnout.	2020*	Junior Faculty/ Fellows	7/31/2020			
	2.5.2 Program a minimum of 1 annual meeting breakout session that targets younger members.	2019*	Junior Faculty/ Fellows	7/31/2019		Clarify Content? Process? Much focus on younger members	
	2.5.3 Develop a journal club (quarterly or every other month) via telephone or videoconference that young members and members in remote areas can attend to review and discuss articles relevant to pediatric dermatology.	2020	Junior Faculty/ Fellows	1/31/2020	Even greater: create a network of junior members who can support each other May help engage international members	Not sure how many will do this Who to manage? Sustainable?	
	2.5.4 Create a list of young faculty members interested in speaking opportunities (grand rounds, CME conferences) to be distributed to departments of pediatrics and dermatology.	2020	Junior Faculty/ Fellows	6/30/2020		Will need active management Potential speakers: need vetting? Or prior experience/support from more senior faculty	
	2.5.5. Execute a minimum of 1 new pediatric dermatology facilitated peer mentorship group per year for "recent" graduates	2019*	Mentorship	12/31/2019		Clarify – specific roles & goals Overlap with young fellows/faculty group	
	2.5.6 Execute 2 initiatives per year to promote SPD mentorship awards to increase awareness (i.e. email, social media, registration material insert, short in person session at meetings)	2020*	Mentorship	5/31/2020		Increase awareness how? More specific	
	2.5.7 Create materials aimed at educating medical students and residents about pediatric dermatology as a rewarding, high-satisfaction career path and circulate annually	2020	Mentorship	12/31/2020		Broad concept What materials?	

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INITIATIVE 3: WORKFORCE & SPECIALTY ADVOCACY

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3.1 Develop both short-term approaches and long-term strategies to address workforce shortage	3.1.1 Develop exposure to the specialty by including time on pediatric dermatology within general dermatology rotations and electives as well as incorporating a pediatric dermatology overview lecture within dermatology curriculum at medical schools	2020	Fellowship Directors	6/30/2020	Very needed Measure: Students spend time in peds derm 1 peds derm lecture in medical school curriculum <i>Could have a "stock lecture" [Sheilagh Maguiness has one] shared by all programs that can be used).</i>	Difficult to accomplish universally Challenging to implement Would be more specific DIY	
	3.1.2 Survey dermatology residents on current clinical and teaching exposure to pediatric dermatology, mentorship in pediatric dermatology, and perceptions of our subspecialty.	2019	Workforce	12/31/2019			
	3.1.3 Write editorial on value of exposure to pediatric dermatology during training, encourage hiring and support of board-certified pediatric dermatologists, and designation of residency tracks targeted for pediatric dermatologists.	2020	Workforce	7/31/2020			
	3.1.4 Create video and/or webinar on careers in pediatric dermatology targeted to residents and medical students.	2020	Workforce	12/31/2020			
	3.1.5 Identify dermatology residency programs that will create residency tracks specifically targeted for pediatric dermatologists.	2021	Workforce	7/31/2021	Creates a good track Create pediatric prelim years	May concentrate graduates in some regions Funding	
	3.1.6 Fund a medical student research year in pediatric dermatology	2019	Awards	12/31/2019	PeDRA has also considered this Let's not lose interested students		



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3.1 Develop both short-term approaches and long-term strategies to address workforce shortage (continued)	3.1.7 Propose alternative training pathway(s) for pediatricians/pediatric residents interested in pediatric dermatology and allow SPD membership to vote on proposal(s).	2021	Workforce	12/31/2021	Explore & let members know that it has been explored Cannot keep ignoring this issue More peds preliminary	Complicated Controversial	
	3.1.8 Revise Esterly lectureship and broaden to develop an ambassador program directed at dermatology and pediatric residencies to advertise our field, provide mentorship, and recruit trainees.	2020	Workforce	7/31/2020		Combine to other goal Like webinar	
	3.1.9 Eliminate registration fees for medical students to attend SPD meetings.	2019	Workforce	12/31/2019			
3.2 Identify mechanisms to recruit and engage members, recognize our volunteers and train our future leaders	3.2.1 Organize and implement the annual SPD Leadership Forum	2019*	Nominations/ Leadership Development	7/31/2019	For all levels of leadership		
	3.2.2 Establish and implement formal guidelines for SPD committees, including maximum number of volunteers, terms of service, dismissal for inactivity and inclusion of international and non-physician members	2019	Nominations/ Leadership Development	12/31/2019			
	3.2.3 Develop a 5 year vision for our leadership program to include how frequently it will be held, which members to focus on (junior vs. mid-career vs. senior), and how to choose chairs for the forum	2020	Nominations/ Leadership Development	7/31/2020			



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3.3 Increase exposure and representation of pediatric dermatology in external organizations	3.3.1 Develop a plan to increase Advanced Practice Provider (APP) involvement via taskforce and send APP members to represent SPD in APP societies	2019	External Nominations/ Liaisons	9/30/2019	Need to find a way to become involved in APP – the future? Increase APP involvement at SPD then they can liaison in their APP societies	Any value in representation in larger APP groups or us creating committee or task fore within SPD?	
	3.3.2 Work with PeDRA Advocacy Committee to develop a plan to promote pediatric dermatology within medicine, specifically the AMA	2019	External Nominations/ Liaisons	12/31/2019			
	3.3.3 Devise an approach aimed at ensuring pediatric dermatology is strongly represented in expert resource groups, committees and at highest leadership levels in the AAD	2020	External Nominations/ Liaisons	3/31/2020	Very important goal		
	3.3.4 Develop an approach to increase exposure within the AAP	2020	External Nominations/ Liaisons	10/31/2020		Need to decrease dues for AAP section members!	
	3.3.5 Develop a plan to increase exposure in International Dermatology Societies	2021	External Nominations/ Liaisons	6/30/2021		Overlaps with International Outreach? Need funding?	



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3.4 Enhance opportunities for international members as well as increase collaboration with international organizations	3.4.1 Develop an International Trainee Travel Grant (alternating with the existing Developing Country Award) to help support international trainee who interested in attending the SPD Annual Meeting	2019	International Outreach & Global Alliances	12/31/2019	Like idea of alternating and developing country		
	3.4.2 Create a central registry of global health rotations, institutional research collaborations, and volunteer opportunities, so that SPD members and prospective pediatric dermatologists can network with potential mentors in global health dermatology	2020	International Outreach & Global Alliances	12/31/2020	We need somewhere easy to send students who are interested Med students love this		
	3.4.3 Sponsor a brief Global Health Career Pathways talk at the Pre-AAD or SPD Annual Meeting, and/or create a video to post to the SPD website, highlighting the paths of SPD members with careers in global health	2020	International Outreach & Global Alliances	12/31/2020			

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INITIATIVE 4: MARKETING & COMMUNICATIONS

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4.1 Improve the quality of all SPD communications and enhance their delivery channels using appropriate technologies and media	4.1.1 Reduce the percentage of Photoquiz articles in the print journal by 40-50 % to free up more space for articles with more substance	2019	Journal	6/30/2019		Check Fellows and Junior Faculty – Photoquiz is a great opportunity to get published	
	4.1.2 Shorten time from final editorial decision to actual publication (online or in print) by 20%	2020	Journal	3/31/2020			
	4.1.3 Complete overhaul of reviewer list and then annually update so that it is a valuable resource for AEs	2020*	Journal	4/30/2020	Very difficult currently to sign up as reviewer		
	4.1.4 Improve turnaround time from article submission to completed review and first editorial decision by 20%	2020	Journal	9/30/2020			
	4.1.5 Establish SPD Newsletter editors to oversee literature reviewers	2019	Newsletter	9/30/2019		Evaluate utilization	
	4.1.6 Formalize invitation to new fellows to be literature reviewers and finalize a how-to-review document	2019	Newsletter	9/30/2019			
	4.1.7 Create a plan to explore the feasibility of CME credits for literature review section	2020	Newsletter	6/30/2020	Specific plan?	Do MDs need CME	
	4.1.8 Work with PR firm (TRG) to generate at least 2 social media posts per week on Facebook AND Twitter, including disease-specific patient-oriented information, association events and links to relevant media or outside advocacy groups. At least 2 posts per month should be posts for upcoming or recently published articles in Pediatric Dermatology	2019*	Website & Social Media	12/31/2019	Review utilization		

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4.1 Improve the quality of all SPD communications and enhance their delivery channels using appropriate technologies and media (continued)	4.1.9 Generate boards-style review question content for the #SPDQuiz with 1 question and 1 answer per week to be published on both Facebook and Twitter	2021	Website & Social Media	12/31/2021	General pediatrician education Use Photoquiz?		
	4.1.10 Make the SPD Forum more modern and user friendly, implement improvements	2021	Website & Social Media	12/31/2021	Set up so SPD staff (communications manager) gets email when new post/comment goes up? Identify news/relevant topics to members to help form new social media content/strategies	Do people use this? If not often, is the time investment worth it?	
4.2 Increase the SPD's credibility and visibility to the health care community, parents and the public	4.2.1 Establish SPD Media Response Team and subject-matter experts that includes Executive Committee members, Committee Chairs, and External Marketing Committee members; update in late July each year (after leadership transition)	2019	Marketing/ External	3/31/2019			
	4.2.2 Develop and distribute SPD media guidelines to Media Response Team	2019	Marketing/ External	3/31/2019			
	4.2.3 Craft and issue press releases to announce SPD news including board appointments, new research and partnerships	2019*	Marketing/ External	12/31/2019			
	4.2.4 Review analytics with TRG to further define social media audience - patients vs general physicians vs dermatology specialists vs trainees/students?	2019	Website & Social Media	12/31/2019	Develop strategy for increasing engagement in under-engaged target groups		
	4.2.5 Leverage key dates in the awareness calendar to insert SPD into the national conversation (i.e. World Health Day – April, Food Allergy Action Month & Skin Cancer Awareness Month - May, Acne Awareness Month – June)	2019*	Marketing/ External	12/31/2019	Partner with other orgs such as AAAAI, AARS, AAP, advocacy groups, rare disease orgs		
	4.2.6 Work with TRG to leverage topical news items for expert commentary and measure media impressions (via monthly activity report)	2019*	Marketing/ External	12/31/2019			



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4.3 Proactively promote Pediatric Dermatology and research performed by SPD members to the public	4.3.1 Highlight accepted or published articles of general interest to lay audiences in each issue of the journal to bolster media outreach and improve journal visibility	2019*	Journal	6/30/2019	Links to social media, newsletter Yes! Would like to link on Facebook and Twitter Better pipeline to accepted articles for advance promotion		
	4.3.2 Implement a plan to partner with PeDRA and Wiley to fast track PeDRA studies into publication	2020	Journal	1/31/2020	May get more high quality studies published in our journal vs. others		
	4.3.3 Conduct monthly press outreach on new research announcements and relevant topics for expert commentary and coverage for SPD	2019*	Marketing/ External	12/31/2019			

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INITIATIVE 5: MEMBERSHIP & PRACTICE MANAGEMENT

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5.1 Develop a plan to recruit and retain provider types that would assist in workforce efforts – graduated trainees, pediatricians and physician extenders/mid-levels	5.1.1 Establish new Advanced Practice Provider (NP, PA, etc) membership category with ability for possible committee participation and voting status	2019	Membership – Recruitment & Retention	12/31/2019			
	5.1.2 Implement targeted membership recruitment and retention campaigns to attract pediatric dermatologists, pediatricians, non-member PDE journal authors and APPs, including special incentives to join and continue membership	2020	Membership – Recruitment & Retention	12/31/2020		Retention!	
5.2 Provide resources for members specifically addressing practice issues for pediatric dermatologists	5.2.1 Obtain quote from at least 2 consultants for producing the pediatric Dermatology Compensation and Productivity Report	2019	Practice Management	12/31/2019			
	5.2.2 Create Practice Management Pearls that are accessible to the SPD membership twice a year - either newsletter, website, at SPD conference	2020*	Practice Management	7/31/2020			
	5.2.3 Produce an updated Pediatric Dermatology Compensation and Productivity report, including burnout/professional fulfillment (i.e. Professional Fulfillment Index)	2021	Practice Management	5/31/2021		Financial? Define full time vs. part time, 0 FTEs, half-days Private, academic Number of providers	
	5.2.4 Develop a mentoring program for initiating a pediatric dermatology practice (academic or private)	2021	Practice Management	9/30/2021			

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5.3 Collaborate with patient advocacy groups and external organizations to advance important patient and practice issues	5.3.1 Establish a Membership Category (free or discounted) for Patient Advocacy Group representatives to encourage greater interaction/partnership	2020	Membership – Recruitment & Retention	12/31/2020	Research advocacy	Coordinate with PeDRA	
	5.3.2 Invite 3 patient advocacy groups to each SPD Annual Meeting, with the goal of pairing advocacy groups to specific presentation topics at the meeting	2019*	Patient & Practice Advocacy	7/31/2019			
	5.3.3 Annually review and update advocacy group information listed on the Patient Organizations page of SPD website, implement reciprocal links	2019*	Patient & Practice Advocacy	12/31/2019			
	5.3.4 Identify the correct AADA (political arm of the AAD) Committee for which to partner to advocate for issues related to pediatric dermatology	2020	Patient & Practice Advocacy	6/30/2020			
	5.3.5 Increase Mentorship Award applications by 10% annually using a targeted approach to SPD trainee members, using email, social media and testimonials by past recipients	2020*	Awards	5/31/2020			
	5.3.6 Develop a coordinated marketing campaign to more promote the Nancy Esterly Visiting Lectureship Program to residency programs at least 3 times per year, including direct mail, email and social media (see related goal in Workforce Committee)	2021	Awards	12/31/2021		Finance	



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5.4 Provide resources for members specifically addressing tele dermatology issues for pediatric dermatologists	5.4.1 Circulate an amended survey to SPD members regarding the tele dermatology use, need and reimbursement (survey previously created was not circulated)	2019	Tele dermatology	12/31/2019		Survey response rate	
	5.4.2 Create pediatric dermatology-specific tele dermatology resources - pearls or best practices delivered via white papers, webinars or meeting sessions	2020	Tele dermatology	12/31/2020			
	5.4.3 Create a tele dermatology "How To" resource, including equipment purchase	2021	Tele dermatology	12/31/2021		Provide minimal SPD statement that can be included	

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INITIATIVE 6: RESEARCH

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6.1 Diminish gaps that prevent success in pediatric dermatology research	6.1.1 SPD and PeDRA will co-sponsor one Weston CDA (early stage career development award) annually	2019*	PeDRA	12/31/2019			
	6.1.2 Increase the # of applications for the Weston CDA by at least 1 per year	2019*	PeDRA	12/31/2019			
	6.2.3 Increase the total \$ amount of PeDRA funding for research seed grants and/or investigator support programs via PeDRA research infrastructure by 10% annually	2019*	PeDRA	12/31/2019			
6.2 Influence care by leveraging the strength and voice of PeDRA as an alliance of national prominence	6.2.1 Produce one set of consensus guidelines per year	2020*	PeDRA	12/31/2020			
	6.2.2 Conduct a scientific symposium to build collaborations between PeDRA researchers, NIH and researchers from other fields	2020	PeDRA	12/31/2020			
	6.2.3 Increase the prominence of SPD/PeDRA at the SID by increasing the number of oral and poster presentations by 2 per year	2021	PeDRA	5/31/2021			
6.3 Engage SPD and PeDRA in Electronic Medical Record Big Data efforts to optimize utilization	6.3.1 Create a task force made up of members with the appropriate expertise to evaluate needs, opportunities and challenges to implementation	2019	PeDRA	9/30/2019			
	6.3.2 Appoint representatives to be involved with Dataderm at the AAD to help steer relevance to pediatric dermatology	2020	PeDRA	1/30/2020			
	6.3.3 Build templates for electronic health records to assist in disease-specific data-retrieval and research. Start with one disorder identified for which this would be impactful and begin pilot build for data gathering	2020	PeDRA	6/30/2020			