

2022 - 2025 STRATEGIC PLAN

July 17-18, 2022; Jim Thorpe, PA



Pennsylvania Athletic Trainers' Society

from July 2022 through June 2025

Encompassing President Cattano and President-Elect Mansell's terms

**Submitted for review on July 29, 2022,
by Dr. Linda P. Meyer, LAT, ATC, Facilitator**



TABLE OF CONTENTS

1.0 Board Authorization of Strategic Plan	Page 3
2.0 Executive Summary	Page 4
3.1 Mission Statement	Page 6
3.2 Vision Statement	Page 6
3.3 Values Statement	Page 7
4.0 Suggested Recommendations for Evaluating and Monitoring	Page 8
5.0 Prognosis and Evaluation Form (Sample)	Page 9
6.0 Appendix 1 – PATS Organizational Flow Chart	Page 10
7.0 Appendix 2 – link to google docs for Excel Spreadsheet	Page 11

INTRODUCTION

This strategic plan is intended to serve as a guiding framework for the PATS Executive Board through the next two presidential terms – 2022 and beyond. This document encompasses goals and objectives offering direction as to what the Executive Board will center attention and resources as they focus volunteer time and energy toward achieving the PATS mission and pursuing the vision over the next three to five years.

1.0 Board Authorization of 2022 Strategic Plan

(Signature designates the board member's **approval of and commitment to** actively oversee and/or implement the strategic direction and action plans as described in this strategic plan document.)

Past-President: Shelly DiCesaro, PhD, LAT, ATC _____ Date: _____

President: Nicole Cattano, PhD, LAT, ATC _____ Date: _____

President-Elect: Jamie Mansell, PhD, LAT, ATC _____ Date: _____

Secretary: Branden Green, MS, LAT, ATC _____ Date: _____

Treasurer: Miranda Fisher, MS, LAT, ATC _____ Date: _____

Northwest Rep: Joshua Long, MS, LAT, ATC _____ Date: _____

Northcentral Rep: Michael Zalno, MS, LAT, ATC _____ Date: _____

Northeast Rep: Matthew Shelton, MS, LAT, ATC _____ Date: _____

Southwest Rep: Bill Ankrom, MS, LAT, ATC _____ Date: _____

Southcentral Rep: Chris Seldomridge, LAT, ATC _____ Date: _____

Southeast Rep: Kyle Harris, MS, LAT, ATC _____ Date: _____

Parliamentarian: Marguerite Carver, MS, LAT, ATC _____ Date: _____

2.0 Executive Summary

This strategic plan's (SP) foundation was created by the 2022 Pennsylvania Athletic Trainers' Society's Executive Board at Hampton Inn, Jim Thorpe, PA on **July 17-18, 2022**.

The strategic thinking process began on June 10, 2022, during the PATS annual symposium. The Executive Director, President, President-Elect, Past-President (ED & 3 Ps), and the facilitator met in person to begin the strategic thinking process. The very next day, an email was sent to the 12-member Executive Board (EB) and the Executive Director (ED) asking for their strategic thinking input and a review of the accomplishments/completion of the previous SP. EB was asked to identify which items from the 2018 SP should be addressed in the 2022 plan. Findings included 4 items that should be incorporated, seven items that could be incorporated, and six items that were viewed as needing some attention, but not necessarily within the '22 strat plan.

The 2022 SP has a slightly different design than the 2018 plan. The 2022 EB was asked to identify focus areas, and objectives within the focus areas, and then define these entries using the SMART goal formatting. Further, the 2022 SP has been created using an Excel spreadsheet instead of a word document. Also, only the 12-member EB and ED attended the two-day session. In 2018, on day one, the EB/ED met to begin the process, and on day 2, many of the committee chairs were in attendance to assist in the strategic thinking/planning process.

Day One began Sunday, July 17, 2022, at 4:30 PM. All 13 Executive Board members were in attendance. After an overview of the day's goals and objectives, the group delved into brainstorming to review PATS' mission, vision, and statement of values. This was a mental/cognitive-intensive activity and the activity was tabled until Monday morning. The group worked on the SWOT analysis. Board members were divided into four working groups. This energetic group engaged in spirited conversation and deliberation for the next 4.5 hours. The day ended at approximately 8:30 PM. This EB worked diligently the entire day (including dinner conversations) as they "honored the struggle" of compiling components of the 2022 version of the SP, which is a living document.

Day Two (Monday, July 18, 2022) began at 8:00 AM and continued until noon time. Again, all EB members were present and active in the process. During the second day's strategic planning session, five focus areas and a few objectives within the focus areas were created. The contents of this activity and the associated EB member who is responsible for the development of the objective/project are found in Table 1.

Continuation: The 3 P's are continuing to map out the SP as they work with the rest of the EB to identify the "details, who, start dates and deadlines. It is my understanding that the committee chairs will step into the process to create the details/projects that underpin the objectives and focus areas sometime in November 2022.

Table 1. Focus Areas encompassing the 2022 Strategic Plan

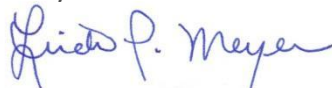
	Five Focus Areas	# Objectives and EB member overseeing actions
1	Human Connection/ Communication/ and People Relations	<ul style="list-style-type: none"> ● Formalize the on-boarding process (<i>Kyle</i>) ● Communicate board meetings, highlights, updates & opportunities (<i>Nicky, Bill, Mike</i>) ● Develop regional event protocol (TBA)
2	Branding	<ul style="list-style-type: none"> ● Utilize Speaker's Bureau (<i>Shelly, Branden, Josh</i>) ● Engage and Educate members on advocacy/branding/self-promotion (TBA) ● Showcase ATs as experts (clinical, research, teaching) (<i>Branden</i>)
3	Community Engagement	<ul style="list-style-type: none"> ● Collaborate continuing education opportunities (<i>Bill</i>) ● Collaborate with Youth Sports (<i>Shelly</i>) ● Plan/host Interdisciplinary (policy/prevention?) summit (TBA)
4	Professional Practice	<ul style="list-style-type: none"> ● Educate external stakeholders on how ATs can add value for them (<i>Jamie, Chris, Mike</i>) ● Focus on policy development (<i>Josh, Branden</i>)
5	Infinite Mindset / Develop Future Leaders	<ul style="list-style-type: none"> ● PATS Introduction & Engagement with ATPs [Toolkit] (TBA) ● Develop a leadership academy for ATs (<i>Nicky</i>) ● Revive Mentorship Program (<i>Kyle, Chris, Marguerite</i>)

As the facilitator, it is my impression this current EB and Committee Chairs learned or revisited the intensities of generating an SP, and gave excellent effort to create the foundation for the 2022 SP. That said I believe that this EB needed another 2-3 hours to complete the strategic plan as intended. In this two-day retreat, [9 hours of work time], great thought and dialog occurred, and a solid foundation was created from which to begin this multi-term strategic plan. Further, I have complete confidence in the 2022 President, President-Elect, and the Past-President, that this SP will unfold completely as intended, and great things will emerge as they follow the 2022-2025 strategic plan.

Unfinished business: Within each of the focus areas, the identified EB member will need to work with committee chairs/members to accomplish stated goals, projects, and outcomes. Further timelines/completion deadlines and assessment of success will need to be addressed.

Recommendation for Future Strategic Planning Session: Allot 10 hours for the completion of a fully executed strategic plan.

Respectfully submitted:



Linda P. Meyer, EdD, LAT, ATC

- Facilitator

Lpmeyer468@comcast.net // 814.442.6843

3.1 Mission Statement – Created July 18, 2022

PATS empowers ATs as thought leaders by advocating, educating, and fostering interdisciplinary relationships to enhance patient-centered health.

~~OLD: Created 2005; Reviewed 2010; Revised 2014; Reviewed in 2018~~

The mission of the Pennsylvania Athletic Trainers' Society is to:

~~P – Promote the profession of athletic training through public awareness and education.~~

~~A – Advocate the athletic trainer as recognized health care providers through continual legislative pursuits and stakeholder relationships.~~

~~T – Transact business on behalf of the Society's membership in a prudent, effective, and collaborative manner.~~

~~S – Serve the membership by providing educational, research, scholarship, leadership, and networking opportunities.~~

3.2 Vision Statement – Created July 18, 2022

PATS' vision is to optimize the role of ATs as leaders in health care and population health across the Commonwealth.

~~OLD: Created 2005; Revised July 2010; Revised 2014; Revised in 2018.~~

~~PATS will empower Athletic Trainers to be leaders in transforming healthcare by advocating, educating, and providing resources to deliver quality patient-centered health care.~~

3.3 Values Statement - Created 2005; Reviewed in 2010; Revised 2014; Reviewed in 2018, and 2022

The Pennsylvania Athletic Trainers' Society believes that the strength of this society is derived from the membership and the values we uphold. These values include:

1. Possessing a deep passion for the athletic training profession
2. Holding athletic training to the highest professional standards by practicing moral and ethical behaviors
3. Encouraging the continuous improvement and advancement of the athletic training profession
4. Demonstrating empathy for those under our care
5. Delivering current, quality, and evidence-based health care
6. Valuing a strong sense of family, both personally and professionally
7. Recognizing and respecting diversity
8. Serving as a resource for the public
9. Valuing camaraderie and collaboration
10. Exhibiting adaptive, flexible, and creative solutions

4.0 – SUGGESTED RECOMMENDATIONS FOR MONITORING AND EVALUATING THE PLAN

A **project plan** outlines the objectives and key activities related to a specific project area to be achieved within a specified timeframe.

Best Practices for Strategic Plan Evaluation

The overall goal of evaluating a strategic plan is to determine how well it has been implemented (including, who, what, when, where, and how activities were accomplished).

The process should include two phases:

1. Ongoing monitoring of trends that may be impacting the progress, [or lack of progress], towards goals. This will include identifying individual goals and objectives that are progressing well according to the plan, and those that are falling short, and suggesting any actions or adjustments that may be needed for the plan to succeed.
2. A final evaluation after the plan is concluded to determine overall success and impact.

The evaluation procedure should include

- Who is responsible for reporting, gathering, and evaluating data
- How data is collected
- What data needs to be collected
- A timeline for completion
- Quantitative and qualitative measurements

The ongoing monitoring effort should answer

- Are the activities being implemented as planned? Why or why not? What is facilitating or impeding implementation?
- Did all activities fit within the plan objectives?
- Are there goal areas, objectives, or strategies that are receiving less attention than others?
- What do the results indicate as to how to improve?
- Is there a need to change the plan?
-

The final evaluative report should focus on

- How well did the plan perform?
- Which goals and objectives were met?
- What actions were successfully implemented?
- How well did we do (i.e. quality)?
- Were the goals and objectives relevant to the ongoing needs?
- Was it adaptable in the face of change?
- Did it matter (i.e. impact)?
- Did the plan meet the needs of the organization and its members?

**6.0 Appendix 1:
Executive Board Organizational Flow Chart and Committee Chairs**

Executive Director
Executive Board Calendar of Events
Corporate Relationships (C)
Quarterly News (C)
Career and Technical Education Group (L)

<u>President</u> PATS Lobbyist PATS Legal Counsel Pennsylvania Medical Society (L) Governmental Affairs (C) PAT-PAC (C)	NATA Executive Director NATA District II Director NATA District II Secretary Public Relations (C) Nominations (C)
---	---

<u>President-Elect</u> Update PowerPoint Presentations NATA State Association Advisory Long Range Planning (C) Convention (C)	Policies/ Procedures Manual EATA Student Delegation D2 Dargusch Scholarship
--	---

<u>Past-President</u> Special Projects Update PowerPoint Presentations	DOH Ad Hoc Committee (C)
---	--------------------------

Treasurer
Finance Committee (C)

Secretary
Committee on Practice Advancement (C)
Membership (C)
Web Master (C)

Parliamentarian

Southeast Representative
Emergency Health Services (L)
American Trauma Society (L)
Society of Physicians Assistants (L)
College/University (C)

Northcentral Representative
Technology (C)
Committee for Inclusion (C)
Special Olympics PA (L)

Southcentral Representative
PIAA (L)
PTA (C)
PSADA (L)
Secondary School (C)

Northeast Representative
History & Archives (C)
Honors (C)
Sustainability (C)

Southwest Representative
Ethics (C)
Free Communication (C)
Research (C)

Northwest Representative
Educators (C)
Continuing Education (C)
Young Professionals (C)

6.0 Appendix 2:

Link to google docs – living strategic plan