

# Nevada Chapter

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American Academy of Pediatrics  
DEDICATED TO THE HEALTH OF ALL CHILDREN®



## 2022 STRATEGIC PLAN



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Created by Leann McAllister, Executive Director

This document was approved by the Executive Committee of the Nevada Chapter of the American Academy of Pediatrics.

# 2022 Strategic Plan

CREATED BY LEANN MCALLISTER, EXECUTIVE DIRECTOR

## GOALS

The Nevada Chapter of the American Academy of Pediatrics (Nevada AAP) is a professional association for board-certified pediatricians in Nevada who provide primary or specialty care to patients from birth through young adulthood. Members also include pediatric nurse practitioners, physician assistants, pediatric residents, and medical students, all of whom live and work in Nevada and have dedicated their professional lives to the health of all children.

### **Build Leadership and Advocacy Skills for Members**

Pediatricians have a significant role to play in improving the health of their patients, not only in the privacy of individual care, but also in public forums like legislative meetings and in the press. In 2022, the Nevada AAP will utilize various tools to not only build the leadership and advocacy skills of members, but to encourage members, specifically Chapter leaders on the Board, to lead autonomously when appropriate.

### **Member Networking**

For over 90 years, the American Academy of Pediatrics has been connecting pediatricians to share ideas and foster professional development. Benefits of networking include reduced professional burnout and increased individual professional opportunity all with the added benefit of improving pediatric care in Nevada. Through networking, our members increase their ability, and confidence, to deliver the best care they can to their patients.

### **Member Access to Continuing Medical Education**

Continuing Medical Education is so much more than a requirement for licensure and Board certification. Ongoing scientific discovery continually questions today's standards of care in the quest to improve the health of all children. No one individual can master it all and stay up-to-date. It is only through the sharing of research and best practices that pediatricians, as a profession, can bring the benefits of current research to all patients.

### **Increase Revenue and Staff Compensation**

In the past, the Nevada AAP mainly relied on member dues to pay for Chapter expenses, the largest being staff compensation. This model limited not only the rate of pay for staff, but the number of paid hours staff could be engaged to administer the Chapter. Over the past two years, the Chapter Executive Director has increased their pay from a low of \$5.61/hour to a high of \$38.83/hour by obtaining grants. In 2022, our goal is to obtain enough grants to support \$50/hour for our Chapter Executive Director.

## CHAPTER TOOLS TO ACHIEVE GOALS

The Nevada AAP has several tools it utilizes to achieve its strategic goals. Here is a review of programs we currently utilize as well as recommendations for ways to improve them in 2022 and beyond.

### American Academy of Pediatrics Meetings

As one of the over 60 Chapters of the AAP, Nevada AAP members, leaders, and staff benefit from participating in meetings held by the AAP.

#### AAP Experience

Each fall, the American Academy of Pediatrics holds its annual National Conference and Exhibition (NCE). In the past, the Nevada AAP has provided scholarships for members to attend NCE who then share knowledge gained at the event with peers via a Chapter blog post. In addition, in 2019, Nevada AAP held a successful networking lunch for Nevada AAP members attending NCE in New Orleans. The 2022 AAP NCE will be hosted in Anaheim, California from October 7-11. Nevada AAP will support both a scholarship as well as a member networking event at NCE.

#### AAP Annual Leadership Conference

Although once held as separate annual leadership and district meetings, the AAP now hosts one annual meeting for Academy leaders. Chapter Presidents, Vice Presidents, and Executive Directors are invited and encouraged to participate in these meetings. The 2022 Leadership Conference is scheduled for August 4 – 7 and will be hosted at the AAP headquarters in Itasca, Illinois if pandemic conditions allow (virtual, if not). Chapter leadership is expected to participate in this conference.

#### AAP Annual Advocacy Conference

The AAP serves as a voice for children, families, and pediatricians at all levels of government. During the AAP Annual Advocacy Conference, pediatricians and pediatric trainees attend advocacy skills-building workshops, hear from distinguished guest speakers, and learn about policy priorities impacting children. On the final day of the conference, participants join other attendees for meetings with their congressional offices on a key child health issue. In 2021, the Nevada AAP Chapter President and Executive Director successfully participated in the conference resulting in strengthening the relationship between the Chapter and Nevada's Congressional leaders. The 2022 Conference will take place March 20 -22 hopefully in Washington, DC (virtual, if not). The Nevada AAP will utilize a Chapter scholarship and fund participation of the Executive Director to encourage Chapter members to participate.

#### AAP Chapter Chat

Held monthly prior to the pandemic, and currently held weekly, members of the Chapter Executive Committee are expected to attend virtual Chapter Chat meetings. Executive Committee members who cannot attend live, can watch a recording of the meeting posted on the AAP's Chapter Leader Link.

## **Nevada AAP Chapter Meetings**

The Nevada AAP holds state-wide meetings for Chapter members to address the specific needs of our state.

### **Annual Meeting**

In the past, the Nevada AAP Annual Meeting & CME served as a once a year, in-person opportunity for members to gather for a day of continuing medical education and networking. The events were expensive to put on, although registration fees and money from exhibitors usually netted a small profit. Administering the event, however, required many hours of uncompensated volunteer hours from Chapter leaders. In 2020, due to the pandemic, the Chapter held a virtual Annual Meeting & CME and in 2021, a survey of members revealed that virtual was preferred, so the annual event was held over Zoom again.

The return on investment for the traditional Annual Meeting is simply not there. Looking ahead to 2022 and beyond, it's obvious that virtual meetings are here to stay as a preferred method of gathering people together. That said, when possible, in-person events also have their role to play. Although this strategic plan proposes doing away with the traditional Annual Meeting, the many benefits the event delivered to the Chapter in the past will be made up for with the meetings outlined in this strategic plan.

### **Quarterly Board/Membership Meetings**

The Nevada AAP currently holds virtual quarterly Board meetings. These meetings are one hour in length and are held on a weekday evening. Taking inspiration from both national AAP Board meetings as well as other Chapters, the Nevada AAP will expand their quarterly Board meetings into total membership meetings where in addition to Board members giving brief program updates, additional guest speakers will be on the agenda to convey critical updates to Nevada pediatricians. In addition, as these are not CME events, event exhibitors would be welcome.

Like Annual meetings of the past, these meetings will be held on a Saturday to include as many pediatricians as possible. Unlike Annual meeting, which was an all-day affair once a year, these meetings will be 2- 3 hours in length, depending on agenda, and held four times a year. Dates and other details for these events are in the 2022 calendar at the end of this strategic plan.

These meeting are a members-only benefit with the addition of invited guest speakers and exhibitors.

### **Executive Committee Meetings**

The Executive Committee currently meets formally every-other week. Going forward, the Nevada AAP will adopt best practices from other Chapters that meet informally more frequently (more on that below), but less often formally. I propose monthly formal, with an agenda, Executive Committee Meetings, set at a time convenient to the Committee. Further I propose inviting all Board members to attend, if they choose, in the hope that it encourages more Board members to run for future Executive Committee seats.

### **Chapter President and Executive Director Weekly Check Ins**

At a weekly, schedule time convenient to the Chapter President and Executive Director, the two Chapter leaders will hold informal, no agenda, check-ins so that the two can share updates and activities with each other. These check-ins give an opportunity to the Chapter President to learn of and give feedback on the weekly autonomous actions taken by the Executive Director. Executive Committee members are welcome to attend weekly check-in meetings.

## **Nevada AAP In-Person Events**

Thanks to vaccinations, Nevada AAP was able to hold two successful in-person networking events for members in 2021! Although we cannot predict the impact of COVID on in-person meetings in 2022 and beyond, we are planning in-person events for 2022 with the knowledge that they may be cancelled or altered depending on public-health conditions.

### **UNLV New Resident Welcome**

In June 2021, Nevada AAP welcomed the new UNLV pediatric residents with a member networking event at the Mob Museum in Las Vegas. In addition to the UNLV residents, who were all invited free of charge, the event was open to all Chapter members for a small fee, prospective members and guests for a larger fee, and medical student members volunteering at the event were welcome for free as well. The venue was wonderful for our event, and we plan on holding a similar event there again in June 2022. The Nevada AAP asks leaders at UNLV to pick a date ASAP.

### **Reno Networking Event**

In October 2021, Nevada AAP held a member networking event at a bowling alley in Reno. Medical students at UNR led organizing the event and it proved to be a great opportunity for the Las Vegas-based Chapter Executive Director to meet members in the Reno area. In 2022, Nevada AAP will aim for a September Thursday evening member networking event scheduled in coordination with an in-person Saturday Reno Walk with a Doc so that the Executive Director can attend both in-person events during the same trip. Possible dates include Thursday, September 8 Networking Event with a September 10 Walk with a Doc, Thursday, September 15 Networking Event with a September 17 Walk with a Doc, or Thursday, September 22 Networking Event with a September 24 Walk with a Doc. The Executive Committee, with input from the Board, should pick dates ASAP.

### **Walk with a Doc**

Prior to April 2020 and the onset of the COVID pandemic, in-person Walk with a Doc (WWAD) events, in Las Vegas and Reno, were a fun and effective way for Chapter members to spread public-health messages to families in Nevada while encouraging all of us to get our steps in for the day! Although we have successfully executed monthly WWAD, and quarterly Camine con un Doctor (CCUD), virtual meetings, we are eager to get back to these in-person free, family-friendly events!

To date we have remained conservative about re-starting in-person events as spread of COVID is a continuous threat to keeping schools open and in-person, a Nevada AAP priority. In addition, the venues we've traditionally worked with are not ready to welcome back our in-person events. Chapter Leadership is continually evaluating with our venues the possibility of starting up in-person events.

### **Corporate and Organizational Partners In-Person Events**

The AAP and other Chapters invite sponsors to partner with them to hold in-person events for members. With the explicit approval from the Executive Committee, Nevada AAP will partner with corporations and other organizations to hold CME and other in-person events.

## Continuing Medical Education (CME)

Not all Chapters offer CME events to members. In the past, Nevada AAP leaders have administered CME events, but low turnout and the high number of hours involved in creating these events, result in inefficient tools in reaching our strategic goals. Luckily for us, other organizations, many of which are led by the same leaders we have at Nevada AAP, also provide CME. Those resources and information on how we partner with each are listed here.

### **Pediatric Grand Rounds (Reno, Las Vegas, Virtual)**

Pediatric Grand Rounds are offered several times a month at Renown Children's Hospital in conjunction with the University of Nevada, Reno School of Medicine. Pediatric Grand Rounds are also offered monthly by the pediatric co-chief residents at the Kirk Kerkorian School of Medicine at the University of Nevada, Las Vegas. All Grand Rounds are free to Nevada pediatric providers and offered both virtually and in-person. The Nevada AAP is happy to promote these events on its shared Google Calendar for members and, when a Chapter member is speaking, the Nevada AAP gives extra marketing support by email and occasionally by traditional mail. Grand Round organizers are asked to share event details with the Nevada AAP as soon as possible to increase our ability to promote the event to Chapter members.

### **UNR Project ECHO Complex Pediatrics**

On the second Friday of each month, Nevada AAP Board Member Kathryn Eckert, MD, FAAP leads an interactive ECHO focused on pediatrics. This ECHO clinic facilitates collaboration between pediatric providers throughout the state to improve pediatric care. The group discusses best practices concerning optimal utilization of available medications, nutritional guidelines, and technologies currently being used. The Nevada AAP supports this free CME ECHO series with consistent marketing.

### **Other CME Opportunities and Scholarships**

Thanks to advanced Internet and video technology, accessing high-quality CME has never been easier or more affordable for Fellows of the American Academy of Pediatrics (FAAPs). Not only does the AAP offer hundreds of virtual and in-person CME courses throughout the year, but leading Children's Hospitals, including Boston Children's Hospital and the Children's Hospital of Philadelphia, offer remarkable virtual CME as well.

While many CME courses are free, some of the more specialized or popular courses have registration fees. In the past, the Nevada AAP has offered scholarships to specific CME events to encourage members to participate in conferences and then share what they've learned with their fellow members. In 2022, the Nevada AAP will continue to offer scholarships through a new member benefit where members will be allowed to apply for funds for any conference they wish. All applications must be approved by the Chapter President and there will be a limit on the number of scholarships awarded each year. Applications for funds to attend conferences given by the AAP or conferences held by in-state advocacy partners, will be favored. Details are currently being finalized by the Executive Committee and will be announced to Chapter members in early 2022.



## Advocacy

The Nevada AAP, in consultation with the AAP, works to influence state government policy to improve pediatric care for all children in Nevada. Nevada AAP Chapter leaders work with contacts in the Nevada government and with in-state advocacy partners to ensure that the needs of children and the pediatricians who care for them are included in all decision-making processes.

### Government Contacts

Nevada AAP Chapter leaders have had productive meetings with many Nevada elected leaders this past year including Senator Jacky Rosen, Representative Susie Lee, and senior advisors for Senator Catherine Cortez Masto and Representative Mark Amodei. Additionally, Nevada AAP Board member Randi Lampert, MD, FAAP participated in a Paid Family Leave event, at the request of the AAP, with Representative Dina Titus.

The Nevada AAP has established a positive working relationship with multiple contacts at the Nevada Department of Health and Human Services and the Southern Nevada Health District. The Nevada AAP also has a strong relationship with the Division of Health Care Financing and Policy (DHCFP), the agency tasked with administrative Medicaid in Nevada. In 2022, the Nevada AAP has already scheduled standing quarterly meetings with DHCFP to discuss pediatric vaccinations and other common issues with Medicaid.

In October of 2021, Governor Steve Sisolak appointed Nevada AAP Executive Director Leann McAllister to the Nevada Patient Protection Commission where she will serve as a patient advocate to improve health care in Nevada through a systemic, comprehensive review of the state's health care system and challenges and initiatives surrounding the quality, accessibility, and affordability of health care statewide.

### Advocacy Partners

Nevada AAP leaders work closely with several advocacy partners to raise our combined voices to bring attention to our common issues to both legislators and to the public. Current advocacy partners include the Children's Advocacy Alliance, the Nevada Minority Health & Equity Coalition, Immunize Nevada, the Nevada Tobacco Prevention Coalition, the Nevada Chapter of the American Lung Association, Nevada Cancer Coalition, the Nevada Chapter of Moms Demand Action, the Nevada Housing Coalition, and the Nevada Partnership for Homeless Youth.

### Member Survey of Top Legislative Issues

At the end of 2020, the Nevada AAP surveyed members to garner their views on advocacy priorities for the 2021 Nevada Legislative Session. The survey results were compiled to create A State Child Health Policy Agenda, also known as the "blueprint," to share with elected state leaders and to inform a series of influential public comments made by Nevada AAP leaders during the Session. Chapter leaders continue to utilize the 2021 Blueprint, which is posted on [NevadaAAP.org/advocacy](https://NevadaAAP.org/advocacy), to advocate for our top legislative issues. In late 2022, the Nevada AAP will survey its members once more to create a new policy agenda for the 2023 Nevada Legislative Session.

## Revenue Sources

The Nevada AAP is almost entirely run by members who volunteer their time and talents resulting in improved pediatric outcomes in Nevada. Over the past five years, the Chapter has more than doubled its annual gross revenue leading to stronger investments in staff and other resources. In 2022, the Nevada AAP will continue this growth through these funding mechanisms.

### Member Dues

Members are invited to join the Nevada Chapter when they join or renew their membership at the AAP. The dues rate is determined by the type of membership with most members paying \$100/year in Chapter dues. Senior members (who meet eligibility criteria) pay \$50/year in Chapter dues and Residents and Medical Students who are AAP members are also made Chapter members without additional fees. The Nevada AAP also welcomes active-duty service members practicing in Nevada to join our Chapter for free if they are already a member of one of the Uniformed Services chapters. Our fees are slightly below average of our fellow Chapters.

Over the past 5 years, revenues from member dues have grown about 18% as have our membership numbers. Still, as of this year, only about 30 percent of prospective members in Nevada have joined the Nevada AAP which is significantly lower than the national average of about 50 percent of all qualifying providers joining the AAP and their associated Chapter. We believe that as Nevada AAP leadership continues to raise the profile of the Chapter, more members will join. We will keep Chapter dues flat to encourage new members to join.

### Grants

Grant revenue has grown incredibly over the past three years from \$7,500 in 2019, to \$14,000 in 2020 to just over \$35,000 in 2021! Looking ahead to 2022, the Nevada AAP is in a good position to not only maintain, but perhaps to grow, income from grants to support the administration of our Chapter and the programs we lead.

### Corporate and Organizational Partners

Corporate and foundation donors provide key resources to the AAP and our Chapter. Prospective partners are welcome to contact Nevada AAP leadership to create a customized partnership that works for the sponsor. In the past, our partners have provided grants for special initiatives, sponsored a Nevada AAP Event, promoted a cause or child health topic, or hosted a fundraising event.



## 2022 CALENDAR

For a small chapter of the AAP, the Nevada AAP has a lot going on! Here are some key dates to keep in mind as you plan your 2022.

### January

**Sunday, the 9<sup>th</sup>, 10 am**

Walk with a Doc

**Saturday, the 29<sup>th</sup>, 8:30 am – 11:30 am**

Quarterly Virtual Membership Meeting – Agenda items to include the announcement of new policies on Board autonomy, the 2022 strategic plan and budget, and announcement of Chapter elections for Chapter Treasurer and Vice President

### February

**Sunday, the 13<sup>th</sup>, 10 am**

Walk with a Doc

**Sunday, the 20<sup>th</sup>, 10 am**

Camine con un Doctor

### March

**Sunday, the 13<sup>th</sup>, 10 am**

Walk with a Doc

**20<sup>th</sup> – 22<sup>nd</sup>**

American Academy of Pediatrics Annual Advocacy Conference in Washington, DC

### April

**Sunday, the 10<sup>th</sup>, 10 am**

Walk with a Doc

**Saturday, the 30<sup>th</sup>, 8:30 am – 11:30 am**

Quarterly Virtual Membership Meeting – Agenda items to include poster presentations from student and resident members and presentations from candidates for Chapter Treasurer and Vice President

## May

**Sunday, the 8<sup>th</sup>, 10 am**

Walk with a Doc

**Sunday, the 15<sup>th</sup>, 10 am**

Camine con un Doctor

## June

**Sunday, the 12<sup>th</sup>, 10 am**

Walk with a Doc

## July

**Sunday, the 10<sup>th</sup>, 10 am**

Walk with a Doc

**Saturday, the 30<sup>th</sup>, 8:30 am – 11:30 am**

Quarterly Virtual Membership Meeting – Agenda to include announcement of 2023/2024 Executive Committee

## August

**Wednesday, the 3<sup>rd</sup>**

Renown Pediatric Grand Rounds featuring Jose Cucalon Calderon, MD, FAAP, Nevada AAP E-cigarette Chapter Champion (AAP Grant to Support Marketing Efforts)

**4<sup>th</sup> – 7<sup>th</sup>, Itasca, IL**

Annual AAP Leadership Conference

**Sunday, the 14<sup>th</sup>, 10 am**

Walk with a Doc

**Sunday, the 21<sup>st</sup>, 10 am**

Camine con un Doctor (focus on Obesity Prevention per SNHD Grant)

## September

### **Sunday, the 11<sup>th</sup>, 10 am**

Las Vegas Walk with a Doc (focus on Obesity Prevention)

Topics for Walk with a Doc are proposed mainly by Chapter members; however, September is National Childhood Obesity Awareness Month, and the Southern Nevada Health District (SNHD) has awarded the Nevada AAP a grant to focus our September WWAD and CCUD activities on the topic of preventing childhood obesity. We are happy to partner with SNHD on tackling this complex public health crisis!

### **TBD**

Reno Walk with a Doc (focus on Obesity Prevention) and Annual Reno Networking Event

## October

### **7<sup>th</sup> – 11<sup>th</sup>, Anaheim, CA**

AAP Experience NCE

### **Sunday, the 9<sup>th</sup>, 10 am**

Walk with a Doc

### **Saturday, the 29<sup>th</sup>, 8:30 am – 11:30 am**

Quarterly Virtual Membership Meeting – Agenda items to include promotions of Advocacy Member Survey for the 2023 legislative session

## November

### **Sunday, the 13<sup>th</sup>, 10 am**

Walk with a Doc

### **Sunday, the 20<sup>th</sup>, 10 am**

Camine con un Doctor

### **TBD at Caesars' Palace in Las Vegas**

In 2021, Nevada AAP members were welcome to the AAP California Annual Meeting held each year in Las Vegas at the California Chapter member rate. We are advocating to have Nevada members included again in 2022.

## December

### **Sunday, the 11<sup>th</sup>, 10 am**

Walk with a Doc