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| (Ideas to ask) | **Positives** | **Negatives** |
| **Internal Factors**   * Human resources * Physical resources * Financial resources * Activities and processes * Past experiences | **Strengths**   * Longevity * Historical Knowledge * Passion-Self determination * Strong mentorship * Increase collaboration-Interprofessional diverse paths * Nurturing * Resource of strong leadership models in MA * Marching to a different drum | **Weaknesses**   * Lack of formal leadership training * Lack of financial acumen * Lack of mentorship * Erratic schedules and fatigue * Clinical obligations on top of administrative responsibilities * Aging workforce/retirement/generational differences * Lack of diversity in workforce/leadership * Lack of confidence * Not fostering learned leadership skills * Lack of financial resources to fund training * Work-life balance |
| **External Factors**   * Future trends - in your field or the culture * The economy * Funding sources (foundations, donors, legislatures) * Demographics * The physical environment * Legislation * Local, national, or international events | **Opportunities**   * Rapidly changing healthcare environment * Networking and collaboration community * Reimbursement (cost effective care) * Other organizations may have opportunities we can tap into | **Threats**   * Rapidly shifting healthcare environment * Competing demands –competing for scarce resources * Closing practices * ACNM has no curriculum for finances to support training of new leaders * Many organizations do not support money or time for training * Isolation, working in silos * No specific training in midwifery schools to learn midwifery leadership skills * No resource at ACNM for financial guidance |

**SMART Action Plan:**

* Develop leadership curriculum with strong focus on finances
* Mentorship
* Seat at the table at institutions to promote midwifery
* Growth path to be developed to help teach new midwives these skills

**Recommend a leadership program be developed that includes a strong focus on finance and includes mentorship and a clear growth path for skills development within 2 years, October 2019.**