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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
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**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.**