

2022-2024 BALANCED SCORECARD

INITIATIVE 1: EDUCATION & CAREER DEVELOPMENT

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
1.1 Provide high-quality educational meetings specifically for pediatric dermatology providers	1.1.1 Designate one lecture at each Annual Meeting/PreAAD Meeting to be focused on EDI and skin of color and encourage other speakers to include examples of different skin types as well as rural and socioeconomic disparities in their lectures. Ensure diversity on expert panels.	Meetings	July 2023	July 2024	Hot topic and continued topic given skin of color population dynamic		
	1.1.2 Create a plan to collect enduring content.	Meetings	January 2023	March 2024	-Can be used for future ped derms -Love!!	-Would need at least yearly review for relevance/ accuracy -Speaker may not prefer -Patient may not give consent	
	1.1.3 Program an update on common and/or rare disease for each meeting, including new guidelines, research advances and common entities not usually searched in entirety.	Meetings	July 2023	July 2024	May draw our more general dem colleagues to the meeting too	I think we do this already	
	1.1.4 Develop a plan to update traditional meeting format to reflect evolving hybrid model, including live and virtual presentation, participation options and CME.	Meetings	January 2023	December 2023	Medical students and first year derm residents could attend (for free?)	Speakers may prefer time-limited or restricted access to SPD	
1.2 Ensure improved access to and awareness of up-to-date Maintenance of Certification (MOC) requirements and resources applicable to pediatric dermatologists	1.2.1 Execute a minimum of 1 live ABD-approved MOC self-assessment course annually <i>Note: May not need any longer since the self-assessment MOC component will be covered by the Certlink program</i>	Certification & MOC	January 2022	July 2024	-Needed for ABD certification -Highlights PD EBM concepts that need to be -Or virtual!	-ABD does not "approve" MOC assessments -Don't need it	

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INITIATIVE 1: EDUCATION & CAREER DEVELOPMENT (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	1.2.2 Provide an annual update at the SPD meeting of the status of MOC requirements for the SPD, ABD, ABP and update the list of Certification and MOC resources annually on the SPD website with a link to ABD website.	Certification & MOC	March 2022	July 2024	Include ABP and ABD [Revised goal includes them]	SPD could ask an ABD director to provide updates at annual meeting. It would only take 10 – 15 mins. including time for questions	
	1.2.3 Determine the number of fellowship graduates who took the ABD pediatric dermatology exam and the number who passed. With this information can determine if further board preparation (course vs Q-Bank vs peer study group) is necessary.	Certification & MOC	November 2022	November 2024			
1.3 Increase fellowship pipeline, improve training experience, and provide shared educational opportunities for fellowship directors and fellows	1.3.1 Provide quarterly shared virtual educational sessions for fellowship programs comprised of live presentations which may include topics ranging from case discussions, M&M sessions, clinical and procedural workshops. Modify after assessment of pilot year.	Fellowship Directors	July 2022	July 2023	Better utilization limited resources	-Large task; consider starting at 2 then increase -Would suggest trialing 4/year (1x/quarter) at first -Start small -Privacy issues with patient photos and internet	
	1.3.2 Create FD Subcommittee to identify and develop a repository of online resources such as meeting archives (SPD, Pre-AAD) and relevant pediatric derm-focused lectures, webinars.	Fellowship Directors	July 2023	December 2023			
	1.3.3 Create a virtual mentoring group and associated asynchronous platform for informational exchange among program directors.	Fellowship Directors	January 2023	December 2024		Do FDs have the bandwidth to actively participate?	

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INITIATIVE 1: EDUCATION & CAREER DEVELOPMENT (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone /Progress
	1.3.4 Evaluate presence of and type of exposure to pediatric dermatology at each academic program including participation in resident selection committee by pediatric derms/fellowship directors at each site. Create a plan with supporting resources to increase exposure to pediatric dermatology.	Fellowship Directors	July 2023	June 2024			
1.4 Provide mentorship opportunities for trainees and junior faculty	1.4.1 Execute 2 new facilitated peer mentorship groups per year for a more senior pediatric dermatologist to lead a group of junior pediatric dermatologists for a 12-month cycle (currently doing 1 per year).	Mentorship	August 2022	December 2024		Assess overlap (such as PeDRA)	
	1.4.2 Start a new mentorship group for a pediatric dermatologist to lead a group of dermatology residents interested in pediatric dermatology for a 12-month cycle.	Mentorship	August 2022	July 2024	Great idea. Specifics?	-Move to Mentorship Committee -How is this different from resources that exist? -Wonder about how to action this	
	1.4.3 Offer a minimum of 1 Underrepresented in Medicine (URiM) Mentorship Award per year	Mentorship & EDI	June 2022	June 2024			
	1.4.4 Expand the information collected for potential SPD Mentors, including the type of mentorship that can be provided (research, clinical rotation, advice), practice setting, interests and update the overall list once per year.	Mentorship	June 2022	December 2024		Caution: variable engagement in recent programs	
	1.4.5 Host a pediatric dermatology information webinar for medical students to discuss it as a career and review mentorship opportunities once a year.	Mentorship	October 2022	December 2024			



2022-2024 BALANCED SCORECARD

INITIATIVE 1: EDUCATION & CAREER DEVELOPMENT (Continued)

Strategic Objective <small>(To be completed by end of FY 2021)</small>	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	1.4.6 Create a practice mentoring program for pediatric dermatology fellows.	Mentorship (reassigned from Workforce)	January 2023	June 2024	-Need more info. (Practice mentoring?) -Great idea. Specifics?	-Move to Mentorship Committee -Isn't Fellowship practice mentoring program?	
1.5 Provide online educational resources for pediatric dermatology providers and families on common skin conditions	1.5.1 Create 6 Patient Perspectives handouts per year for <i>Pediatric Dermatology</i> and digital publication, with goal of written at 5 th grade reading level.	Education – New Initiatives	January 2022	December 2024			
	1.5.2 Review and update 6 Patient Perspectives handouts per year for digital publication, with goal of written at 5 th grade reading level.	Education – New Initiatives	January 2023	December 2024		-Make sure written to correct comprehension level (currently too high) --We aim for 7 th grade level	
	1.5.3 Work with the EDI Committee to include diversity-specific content for both new and updated Patient Perspectives handouts.	Education – New Initiatives	January 2022	December 2024	-Need to make sure all handouts written at appropriate comprehension level (currently too high, 10 th – 11 th grade level) --We aim for 7 th grade level and do check this		
	1.5.4 Create a master checklist for the creation / updating of Patient Perspectives handouts.	Education – New Initiatives	June 2022	December 2022			



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INITIATIVE 1: EDUCATION & CAREER DEVELOPMENT (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	1.5.5 Establish a minimum of one partnership with an international pediatric dermatology society for the translation of Patient Perspective handouts into their specific language(s).	Education – New Initiatives	January 2023	December 2024		-How to keep up to date? -Do we need the partnership for translation?	
1.6 Increase education and engagement of young members (<= 7 years post training)	1.6.1 Execute quarterly virtual Journal Club events with 3 articles/session and young or aspiring pediatric dermatologists as speakers.	Junior Faculty / Fellows	January 2022	December 2024			
	1.6.2. Revamp and rename the current Resident/Fellows Reception held at the AAD to maximize the connection between prospective fellows and program chairs and also attract medical students to attend as well.	Junior Faculty / Fellows	July 2022	March 2023			
	1.6.3 Hold an in-person social event for Fellows at each Pre-AAD Meeting and one for Young Members/Junior Faculty at each Annual Meeting.	Junior Faculty / Fellows	July 2022	July 2024		-Pandemic may limit in-person -How will you advertise and get word out?	
	1.6.4 Create quarterly virtual meeting with young members (< 5 years out) and fellows on pertinent topics relevant to starting in clinical practice, led by more senior pediatric dermatology faculty.	Junior Faculty / Fellows	January 2023	December 2024		-Would start with 1 – 2 only and assess engagement -Less frequent	

2022-2024 BALANCED SCORECARD

INITIATIVE 2: EQUITY, DIVERSITY & INCLUSION (EDI)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
2.1 Develop an equity, diversity and inclusion (EDI) strategy	2.1.1 Create mentorship themed profiles of SPD members who are Underrepresented in Medicine (URiM) as well as those who identify as gender or sexual minorities and include in the newsletter once annually	EDI	October 2022	December 2024	-Connect with membership committee, too; recruitment tool!		
2.2 Create resources that help to provide diversity-based education for professionals and parents	2.2.1 Translate 2-4 additional Patient Perspectives handouts into Spanish per year; written for a comprehension level lower than currently exists for this series	EDI & Education (New Initiatives)	January 2022	December 2024	-I agree – could encourage education committee to lower reading level of all handouts moving forward -Does that mean that English language ones should probably be lower too?		
	2.2.2 Curate an updated list of speakers and topics focusing on EDI-related issues from which Annual Meeting program directors can select presentations.	EDI & Meetings	July 2022	July 2024	-Relate to peds derm specifically - keeping with SPD mission		
	2.2.3 Modify Patient Perspective production checklists to expand inclusivity – new handouts to include skin conditions present in SOC and other minoritized populations; review existing handouts for the same and update.	EDI & PeDRA & Education (New Initiatives)	July 2022	December 2024	- Especially agree with updates to existing handouts to be more inclusive		
2.3 Develop strategic professional development opportunities for diverse student and professional members	2.3.1 Offer a minimum of 1 Underrepresented in Medicine (URiM) Mentorship Award per year Notes: Foundation could help fundraise for this	EDI & Mentorship Committee	June 2022	June 2024	-Connect with awards and membership committee to promote	-How does this overlap with EDI and Mentorship? Align and expand -How does this fit with current mentorship award structure?	



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INITIATIVE 2: EQUITY, DIVERSITY & INCLUSION (EDI) (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	<p>2.3.2 Collaborate with PEDRA on their URiM student research grant in the new cycle to offer one grant per year for a medical student to work with a research mentor.</p> <p>Notes: same goal submitted in PeDRA / Research Area</p>	EDI & PeDRA	January 2023	July 2024	<ul style="list-style-type: none"> -Aligns with multiple needs identified by membership survey --Pipeline --Access --Diversity --Others -Connect with Membership to advertise 		

2022-2024 BALANCED SCORECARD

INITIATIVE 3: FINANCE & ADMINISTRATION

Maintain a financial reserve and infrastructure that supports the operations and membership objectives of the Society
Create and maintain a dynamic committee structure that addresses society needs and ensures broad opportunities for members

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
3.1 Encourage continued development of the SPD Foundation with concomitant transparent membership reporting of Foundation use of funds	3.1.1 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 utilized. <i>Notes: Annual Report in Fall</i>	Foundation	June 2022	December 2024	- Yes. Annual reports come from every other org we give money to.		
	3.1.2 Create and fund initiatives/program targeting early trainees (medical students through dermatology residents year 1-2) to attract interest in pediatric dermatology <i>Notes: Work with other committees on ideas for program, international initiatives, EDI, easier entry/access to pediatric dermatology</i>	Foundation	December 2022	December 2024		-Would also target pediatric residents -Need for pediatric residents -Look for overlap – membership, education efforts	
	3.1.3 Execute a fundraising event at each SPD Annual Meeting <i>Notes: run/walk/other activity/wine tasting in Asheville – more for promotion / psychology</i>	Foundation	July 2023	July 2024	-It may detract from the casual, low-stress, collegial nature of the AM but is the one time everyone is in one place	-Agree with comment but if pitched properly as an option (e.g. early AM run like Idaho) that no one would feel bad missing, then ok	
	3.1.4 Roll out information / education on donating to the Foundation via Legacy Gifts and Estate Planning <i>Notes: Tributes & Honor fund (upon passing of member) – could be directed to certain programs.</i>	Foundation	October 2023	December 2024			
3.2 Continue to cultivate partnerships with industry	3.2.1 Expand sources of fundraising support by securing a minimum of 1 new partner (pharmaceutical or non-pharmaceutical company) per year.	Fundraising	January 2022	December 2024	-Though quality over quantity of sponsor may be the way to go		

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INITIATIVE 3: FINANCE & ADMINISTRATION (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	3.2.2 Increase fundraising contributions by a minimum of 5% yearly over the next 3 years.	Fundraising	January 2022	December 2024	- Yes, money makes it all possible; goodwill only goes so far		
	3.2.3 Prepare a report to include attendance, feedback from attendees and financials from the virtual Product Theaters at the 2020 and 2021 Annual Meeting and present to the Executive Board.	Fundraising	April 2022	December 2022	- Should eval new programs ongoing to optimize		
	3.2.4 Develop a plan to offer industry sponsored Satellite Symposia and/or Product Theaters as a way to increase fundraising for future meetings.	Fundraising	April 2023	July 2023	-Why neutral? I struggle with potential for over commercialization and know some membership strongly oppose but critical source of funds in lean times so not opposed entirely -If it works, should couple with evaluation for what money it is bringing in -Potentially \$50k-\$60k pricing if we implement		

2022-2024 BALANCED SCORECARD

INITIATIVE 4: MARKETING & COMMUNICATIONS

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
4.1 Improve the quality of all SPD communications and enhance their delivery channels using appropriate technologies and media	4.1.1 Establish a best practices document outlining EDI approaches, regular content and oversight for the journal.	Journal	June 2022	March 2023	-Already in planning		
	4.1.2 Realign the Editorial Board by 20% to include members of the international community to better reflect author and reader demographics.	Journal	June 2022	December 2022	- Like the spirit of idea entirely. Is there a cost of dilution?		
	4.1.3 Establish an online educational forum(s) to teach fellows and junior faculty how to perform high quality journal reviews. Consider component of mentored reviews.	Journal	January 2022	June 2022		- A "hands on" mentorship program may be more effective – JAAD as model -This will be challenging to maintain – mentor fatigue	
	4.1.4 Publish another supplemental issue on a topic of importance in pediatric dermatology.	Journal	March 2023	December 2024			
	4.1.5 Invite new Fellows to be regular contributors to the Literature Review section and provide featured article content throughout the year	Newsletter	August 2022	August 2024	- Practical and easy to do. Engage trainees – important for field.		
	4.1.6 Develop a plan to increase engagement, open and clickthrough rates – including resending to non-openers a few days after the initial email and highlighting articles on social media for extended reach.	Newsletter	June 2022	December 2024	-Already started resending to non-openers a few days after first send	-Will this cause readers to put emails in junk?	

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INITIATIVE 4: MARKETING & COMMUNICATIONS (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	4.1.7 Increase the use of unique graphics / visual elements to help motivate readers to take action while getting the main point(s) across in a more concise fashion.	Newsletter	August 2022	December 2023			
	4.1.8 Enhance diversity in the Literature Review section - ensuring that at least one SPD contributor is from a minority community (race, LGBTQ, economic) and that articles in the with diverse patient populations are visually highlighted (asterisk)	Newsletter	August 2022	December 2024			
	4.1.9 Increase the number of SPD members subscribed to the EDVYCE app to 250 by the end of 2022; increase by 10% annually in 2023 and 2024.	Website & Social Media	December 2022	December 2024	-↑ contributions per member along w/membership to get more diverse opinions, especially from senior/mid-career opinions -Like the platform and a great resource -Like EDVYCE but such a burden of cases day to day. +/- understand those who do not participate		

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INITIATIVE 4: MARKETING & COMMUNICATIONS (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
4.2 Increase the SPD's credibility and visibility to the health care community, parents and the public	4.2.1 Boost SPD's external visibility by having The Rosen Group send a minimum of 10 press releases/media alerts annually about educational meetings, journal issue releases, grant and award announcements and other selected initiatives.	Marketing - External	January 2022	December 2024			
	4.2.2 Create a minimum of 1 new partnership opportunities per year with other media groups to create mutually beneficial content and sharing of resources within our partnership with HCPLive.	Marketing - External	January 2022	December 2024		-Cost? -Is this conflict w/Rosen Group contract? (No, they are helping to facilitate)	
	4.2.3 Promote Equity, Diversity, and Inclusion (EDI) Committee priorities and SPD's work within this area once per month on social media platforms and/or HCPLive. Regularly pitch appropriate spokespeople to speak on patients of color topics.	Marketing - External	September 2022	December 2024		- Include other groups (rural/socioeconomic) instead of just color	
	4.2.4 Work with The Rosen Group to complete a reorganization of the media spokespeople/ contributors list by expertise, with special attention to representation from diverse backgrounds and including formal training for spokespeople. Double the number of contributors by the target date.	Marketing - External	July 2022	December 2024	- Like diverse views/speakers	-Support EDI. Concern junior members will not participate – don't feel like experts, not seen as experts -Are the "experts" someone the SPD thinks is an expert?	

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INITIATIVE 4: MARKETING & COMMUNICATIONS (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	4.2.5 Contact one (1) like-minded pediatric dermatology society or disease specific group (e.g., Acne/Rosacea Society, Skin of Color Society, etc.) annually to discuss partnering with SPD for web content/social media collaboration.	Website & Social Media	October 2022	December 2024	- Part of patient advocacy as well, could collaborate		
4.3 Proactively promote Pediatric Dermatology and research performed by SPD members to the public	4.3.1 Create an Instagram account to reach groups not as active on Facebook or Twitter - patients, residents, general dermatologists.	Website & Social Media	September 2022	December 2022	- Find the right person(s) with interest	- Social media fatigue – should we consolidate to 1 and be robust or spread?	
	4.3.2 Generate at least 2 social media posts per week on IG including disease-specific patient-oriented information, mentorship opportunities, new findings, member highlights.	Website & Social Media	January 2023	December 2024	-Partner w/other committees wanting to leverage social media	- High standard – perhaps weekly?	
	4.3.3 Highlight members on SPD social media platforms once per month to increase awareness of our specialty and presence in the dermatology space	Website & Social Media	June 2022	December 2024		- With what goal? To get more referrals?	

2022-2024 BALANCED SCORECARD

INITIATIVE 5: MEMBERSHIP & PRACTICE MANAGEMENT

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
5.1 Recruit and retain provider types that would assist in workforce efforts – graduated trainees, pediatricians and advanced practice providers	<p>5.1.1 Create and implement a coordinated membership campaign (print, digital) to recruit dermatology and pediatric residents and medical students using the latest “Your Career Starts Here” materials</p> <p><i>Notes - SPD virtual event for derm interest groups, derm residents and peds residents—timed with rotation selection; Work with social media committee to post brochure on social media</i></p>	Membership – Recruitment & Retention	September 2022	July 2023		<ul style="list-style-type: none"> - How do we get materials to med students? -Work with website/social media/marketing 	
	<p>5.1.2 Increase the number of SPD Annual Meeting Travel Awards by 100% to 4 for residents and 2 for medical students. Expedite announcement of awards to the time of Case of the Year and poster acceptances.</p>	Membership – Recruitment & Retention	December 2022	July 2023		<ul style="list-style-type: none"> -Do we have the monies to do this? -Partner with PeDRA. They could sponsor aware for students presenting research? 	
	<p>5.1.3 Create a plan to improve SPD’s presence at the AAD Annual Meeting, including direct promotion to residents/medical students and a revamping of our current Residents/Fellows Reception to allow broader participation</p>	Membership – Recruitment & Retention	June 2022	December 2022			
	<p>5.1.4 Launch and maintain an Instagram account with content directed toward residents and medical students (including “Your Career Starts Here” materials).</p> <p><i>Is this a joint Membership & Website / Social Media initiative?</i></p>	Membership – Recruitment & Retention	April 2022	July 2022	<ul style="list-style-type: none"> -Better way to capture attention of younger physicians than Facebook and Twitter -Can cross-share between Facebook and Instagram and utilize Instagram “Stories” feature 	<ul style="list-style-type: none"> -Overlap /redundant – please synchronize efforts with other social accounts and PeDRA -Work with our social media – we are creating an Instagram account 	

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INITIATIVE 5: MEMBERSHIP & PRACTICE MANAGEMENT (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	5.1.5 Add a minimum of (1) new member only resource each year to enforce membership value (i.e. resources for difficult cases, compensation trends, discounted access to related publications)	Membership – Recruitment & Retention	December 2022	December 2024		-May be challenging to keep adding new and different resources	
	5.1.6 Program a Pediatric Dermatology Case Forum session at the AAD Annual Meeting, designed to educate and generate interest in the specialty, especially with medical students and residents. <i>-3-hour program modeled after current "Gross and Microscopic Forum" – many cases presented by medical students and residents</i>	Membership Retention, Workforce, Education (new initiatives)	January 2023	March 2024		- Need to find right committees for this. Education (New Initiatives) maybe?	
5.2 Provide resources for members specifically addressing practice issues for pediatric dermatologists	5.2.1 Produce 2 patient-centered practice management resources per year (e.g., sample prior authorization letters, tips for running your practice, best practices for billing, billing reviews, negotiating salaries / contracts, insurance approvals / standard appeals for coverage)	Practice Management	April 2022	December 2024			
	5.2.2 Create Practice Management Pearls that are accessible to the SPD membership twice a year - either newsletter, website, or as a presentation at SPD Annual Meeting	Practice Management	July 2022	December 2024	- Could be in newsletter and/or on our new Instagram page once created. We will be looking for new content ideas like this.		
	5.2.3 Annual Review and update of all Practice Management Resources available to members	Practice Management	January 2023	December 2023			
	5.2.4 Add Practice Management tab/section in the Members Only section of the SPD website	Practice Management	January 2023	December 2023			
	5.2.5 Schedule a minimum of 1 standalone Practice Management-themed webinar per year.	Practice Management	January 2023	December 2024		-Have had problems getting off the ground in the past	

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INITIATIVE 5: MEMBERSHIP & PRACTICE MANAGEMENT (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	5.2.6 Create a plan to increase income generation and compensation for pediatric dermatologists. Perception is that pediatric dermatologists are poorly treated in academia due to lower income generation in departmental and practice settings.	Practice Management	April 2023	June 2024	-Advocate for teaching RVUs for PediDerm in Academic dept? -Need billing training to max income	- Perhaps leverage through AAP and AAD instead – much of this is beyond scope -Overlaps with AMA/Advocacy	
	5.2.7 Support and elevate private practice dermatology by developing a best practices manual for creating a pediatric dermatology-specific private practice.	Practice Management	June 2023	January 2024			
5.3 Collaborate with patient advocacy groups and external organizations to advance important patient and practice issues	5.3.1 Invite 3 patient advocacy groups to attend the Annual Meeting each year to exhibit, correlating attendance with programmed meeting topics as possible	Patient & Practice Advocacy	March 2022	July 2024	-This is what our society is all about!!	-Revise to 3 “new” or distinct groups to expand network? -Why 3? The “village” in Chicago was great	
	5.3.2 Review and update advocacy group information on the SPD website once per year. Partner with the AAP and AAD to add SPD website links on their respective state chapter sites.	Patient & Practice Advocacy	December 2022	December 2024		-What does “advocacy group” mean?	
	5.3.3 Identify top patient or practice advocacy issues important to members by polling members at a meeting session or via general survey. Bring those issues to the AMA, AADA and State Dermatology advocacy groups for consideration.	Patient & Practice Advocacy	September 2022	March 2023	-Improved representation and advocacy of our specialty – may also improve exposure and interest as a specialty		

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INITIATIVE 5: MEMBERSHIP & PRACTICE MANAGEMENT (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	5.3.4 Provide annual update on state/federal legislative issues to members via either email, short update at meeting or editorial in <i>Pediatric Dermatology</i> .	Patient & Practice Advocacy	June 2023	June 2024			
	5.3.5 Create one (1) podcast outlining a condition treated by pediatric dermatologists and including an interview with the associated patient advocacy group leader about what they offer and how they help families obtain resources.	Patient & Practice Advocacy	January 2024	December 2024	- Incorporates social media to organization – yay!		
5.4 Provide resources for members specifically addressing tele dermatology issues for pediatric dermatologists	5.4.1 Produce 3 (one per year) white paper/consensus statements for best practices specific to pediatric tele dermatology.	Tele dermatology	October 2022	December 2024		-Is 5 a lot? -Agree, too many -Suggest a review article and breakout session at annual meeting instead -Why 5? Quality over quantity -5 sounds unrealistic -Too many	
	5.4.2 Author “Tele dermatology Pearls” column in the PediDerm Pulse 2 times annually.	Tele dermatology	August 2022	November 2024	-Could segue to formal guidelines	-Could be 2 <u>or</u> 4 times annually	

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INITIATIVE 5: MEMBERSHIP & PRACTICE MANAGEMENT (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	5.4.3 Add a tag in the SPD patient facing "Find a Pediatric Dermatologist" website search tool for those actively practicing teledermatology and update annually during membership renewal.	Teledermatology	October 2022	January 2023	- Good idea, easy to implement for SPD staff	- Licenses in practicing states may be a barrier -Could we also advocate for more global licensing practices given our workforce shortage -Changing telehealth polices will make this impractical -Telemedicine across state lines difficult -Hard to keep current and accurate	
	5.4.4 Review and update Teledermatology Resource page on the SPD Website twice per year.	Teledermatology	June 2022	December 2024	- Promote relevant pediatric dermatology journal content here as well	-Utility of Peds Dem telemedicine may be more limited	
	5.4.5 Present session at SPD Annual Meeting regarding pediatric teledermatology best practices (summary of white papers)	Teledermatology	January 2024	July 2025			
5.5 Provide award funding to facilitate direct trainee exposure to pediatric dermatology	5.5.1 Advertise and promote PeDRA's Underrepresented in Medicine (URiM) Student Research Grant (offer annually), in conjunction with SPD and PeDRA's EDI Committees.	Awards	April 2022	July 2024			

2022-2024 BALANCED SCORECARD

INITIATIVE 5: MEMBERSHIP & PRACTICE MANAGEMENT (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	5.5.2 Increase Mentorship Award applications by 10% annually, employing a mixed media approach of email, social media and testimonials.	Awards	January 2022	December 2024	-Add to our new Instagram account	-Is there a group we are targeting? Is the current membership inclusive? -Little interest in giving testimonials when we contacted past recipients, but love the idea and intent	
	5.5.3 Develop a coordinated marketing campaign to promote the Nancy Esterly Visiting Lectureship Program to residency programs at least 3 times per year.	Awards	January 2022	December 2024	-Please promote and recognize speakers! -1 promo completed this year with HCPLive; included diversity tie-in as well	- As long as there is a virtual option	
	5.5.4 Implement a virtual delivery option for the Nancy Esterly Visiting Lectureship. <i>Notes – AAP Tunneson lectureship has evolved in be virtual. Might need to change the target end date to be earlier than 2024 since it's talking about implementing a virtual delivery option.</i>	Awards	April 2022	December 2024	-Less cost -Virtual option was added to 2022 application	-Less personal interaction/networking	
	5.5.5 Collect annual feedback from Nancy Esterly Visiting Lectureship participants – both speakers and programs spoken to	Awards	December 2022	December 2024			

2022-2024 BALANCED SCORECARD

INITIATIVE 6: WORKFORCE & SPECIALTY ADVOCACY

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
6.1 Develop both short-term approaches and long-term strategies to address workforce shortage	6.1.1 Analyze data from the dermatology resident survey regarding their exposure to pediatric dermatology, write up the findings, and submit to the Peds Derm Journal for publication.	Workforce	July 2022	December 2022	-Would ask for guaranteed publication before performing -Would be great to see this data!	- Publication not as critical as collecting the data and advocating for exposure to peds derm among all rotators/derm residents (and students) -Will derm residents complete this? Is it part of the survey required by ACGME?	
	6.1.2 Write a commentary or editorial summarizing what we know about the workforce shortage, suggesting solutions and advocating for salary equity, and submit it to a mainstream non-journal publication (e.g., JAAD, JAAP, Dermatology Times or DermWorld).	Workforce	January 2023	July 2023	-Important to raise awareness -Do not just write about shortage but highlight solutions/advocate for salary equity ---Agree!	- We also need to address issues underlying shortage	
	6.1.3 Produce a video that highlights pediatric dermatologists answering the question: "What I love about my job as a pediatric dermatologist."	Workforce	January 2023	December 2023	- Post on new Instagram account, as part of virtual recruitment video/session -Yes and connect with membership committee -Love this	- Where does video get seen? Marketed? -Overlap with "Your Career Starts Here"?	

2022-2024 BALANCED SCORECARD

INITIATIVE 6: WORKFORCE & SPECIALTY ADVOCACY (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	6.1.4 Create a webinar on topics in pediatric dermatology for general dermatologists in areas with poor access to pediatric dermatologists.	Workforce (with Education – New Initiatives)	January 2023	December 2023		-There is an AAD Peds Derm curriculum that can be accessed. Do we know if there is a need for this – will it be utilized?	
6.2 Identify mechanisms to recruit and engage members, recognize our volunteers and train our future leaders	6.2.1 Formulate and implement a formal conflict of interest policy for SPD leadership positions (ie Exec Comm and Comm chairs).	Nominations / Leadership Development	June 2022	July 2023	- Important but what is goal? Transparency? Create litmus test? -Important		
	6.2.2 Formulate and implement a social media guidelines policy (when SPD is mentioned on personal accounts), either for all members or for Exec Comm and Comm Chairs.	Nominations / Leadership Development	June 2022	July 2023	- Much needed. SPD needs the social media presence		
	6.2.3 Creation of an identification and evaluation rubric for the selection of Executive Committee slate nominees and committee chairs.	Nominations / Leadership Development	March 2023	December 2023	- Aligns with survey need; also addresses transparency	- Would recommend proposal and approval of rubric by SPD membership -Need a succession planning rubric for committee chairs also	
	6.2.4 Ensure Nom Comm representation (minimum 1) with PEDRA nominations comm to ensure strategic succession planning of both exec committees.	Nominations / Leadership Development	January 2022	December 2024		- What does this mean?	

2022-2024 BALANCED SCORECARD

INITIATIVE 6: WORKFORCE & SPECIALTY ADVOCACY (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	6.2.5 Ensure continuation of Leadership Development course: created/directed by Nominations Committee, every 3 years at annual meeting, targeting junior, mid-career, and senior members.	Nominations / Leadership Development	July 2022	December 2024	- Hold a Leadership forum for fellowship directors ---Yes! -More leadership development never hurts -Crucial -Identify leaders for AAD		
6.3 Increase exposure and representation of pediatric dermatology in external organizations	6.3.1 Invite AAP representative to present at SPD Annual Meeting to inform us of their mission / provide updates	External Nominations/ Liaisons	March 2023	August 2023			
	6.3.2 Create a formal mechanism for communication between the AAP Section on Dermatology and the SPD	External Nominations/ Liaisons	March 2024	December 2024	- Would benefit SPD members -Alignment of SPD-AAP important. Peds audience is broad. -Presentation at Ann Mtg?	- The way old goal was written may reach general peds more and create more SPD exposure	
	6.3.3 Communicate annually with SPD members to encourage them to maintain individual AAD and AMA memberships	External Nominations/ Liaisons	March 2022	December 2022	- Sounds important – would love more education on what AMA and other national organizations do		
	6.3.4 Secure formal representation for the SPD in the AMA House of Delegates (HOD).	External Nominations/ Liaisons	Eligible July 2024	December 2024			

2022-2024 BALANCED SCORECARD

INITIATIVE 6: WORKFORCE & SPECIALTY ADVOCACY (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	6.3.5 Nominate SPD members for positions within AAD Board of Directors, AAD Nominating Committee, AAD Leadership Programs (ADLP, ALP) and AAD standing committees, along with American Board of Dermatology Question Writers and Association of Professors of Dermatology.	External Nominations/ Liaisons	September 2022	December 2024			
	6.3.6 Create a list of external leadership opportunities in external organizations, specifically geared toward junior SPD member involvement.	External Nominations/ Liaisons	July 2022	December 2024	- Boost SPD visibility/credibility -Engages trainees within the organization and builds leadership skills -Would appreciate advice from senior leaders familiar with the organizations and which are most influential		
	6.3.7 Participate in a collaborative effort with ASPS, ASDS, ASLMS and AACD to create standards for minors seeking appearance-altering procedures (Bercovitch & Lawley - SPD reps)	External Nominations/ Liaisons	March 2022	July 2023			
6.4 Enhance opportunities for international members as well as increase collaboration with international organizations	6.4.1 Develop a plan to increase international pediatric dermatology exposure.	International Outreach & Global Alliances	July 2022	December 2024	- There is a huge need for this and many countries without peds derms or formal peds derm training programs -Logistics??		

2022-2024 BALANCED SCORECARD

INITIATIVE 6: WORKFORCE & SPECIALTY ADVOCACY (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	6.4.2 Establish relationships with 1-2 organizations that are aligned with pediatric dermatology per global geographic region, assign committee members to be representatives and determine collaboration opportunities.	International Outreach & Global Alliances	June 2022	April 2023	- What kinds of organizations? -The goal should be with Ped Derm groups internationally		
	6.4.3 Create a program to support SPD members speaking at international conferences (in person or virtual).	International Outreach & Global Alliances	June 2022	April 2023	- Idea is to increase SPD presence at international pediatric dermatology conferences. -Then promote these in the SPD newsletter -		
	6.4.4 Create a core basic curriculum according to Pediatric Dermatology Boards (10-15 topics) and advanced pediatric dermatology topics (10-15 topics).	International Outreach & Global Alliances (partner with Education – New Initiatives)	September 2022	December 2024	- For international SPD members in countries with no pediatric dermatology formal training / specialists who want to continue learning. - Yes, a “Q-bank” would be helpful	- Would need to be updated/ revised often – is this necessary? -This is what fellowship is for -For whom?	

2022-2024 BALANCED SCORECARD

INITIATIVE 6: WORKFORCE & SPECIALTY ADVOCACY (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
	6.4.5 Create a list of SPD members / faculty at North American academic institutions who accept international trainees for observerships.	International Outreach & Global Alliances	April 2022	October 2022	-Huge need/ demand for this from countries without peds derms or training programs. Many of our Fellowship slots are going unfilled. Could we offer to international applicants?	- Prompt programs to list this on website	
	6.4.6 Create a list of international institutions offering rotations or observerships to work toward sponsoring a US dermatology resident to rotate in an international pediatric dermatology program.	International Outreach & Global Alliances	January 2023	December 2024	- Cool idea – could also facilitate exchange (international rotators to US)		

2022-2024 BALANCED SCORECARD

INITIATIVE 7: RESEARCH / PeDRA

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
7.1 Catalyze and sustain research through infrastructure and education	7.1.1 Conduct a survey at least every three years of SPD and PeDRA members of perceived clinical practice gaps that could be addressed and improved by consensus guidelines; align calls for consensus guideline grant funding to address those gaps, targeting topics within the scope of SPD / PeDRA	SPD & PeDRA (survey) and PeDRA (grant funding)	January 2023	December 2024		-?Annual	
	7.1.2 Produce a "blueprint" outlining the consensus guideline development process and the resources needed at each step.	PeDRA	July 2022	June 2023	-Depends who it is (staff better than consultant) -I do think we need to identify more resources		
	7.1.3 Identify staff FTE or other resources with expertise in the development of consensus guidelines to coordinate and support the consensus guideline development process.	PeDRA & SPD	January 2023	December 2023			
7.2 Build and sustain community with a place for all stakeholders	7.2.1 Create a set of best practice recommendations for the operationalization of sharing data for collaborative clinical research between institutions.	PeDRA	July 2023	December 2023		-- Don't exclude smaller practices or non-EPIC centers, etc., with the planning of operationalization	
	7.2.2 Establish an annual research grant for medical students to complete a mentored research project over 6-8 weeks in medical school. Budget: TBD <i>Notes: Some discussion about offering multiple research grants that would include non-URiM.</i>	PeDRA & EDI	January 2023	July 2024	-Prefer 1 year	- Budget?	

2022-2024 BALANCED SCORECARD

INITIATIVE 7: RESEARCH / PeDRA (Continued)

Strategic Objective	S.M.A.R.T. Goal	Owner	Start Date	Target End Date	Strengths/ Opportunities	Risks/ Concerns	Milestone/ Progress
7.3 Foster communication to and from PeDRA	7.3.1 Produce a report evaluating the adequacy of grant funding and other resources needed to complete a consensus guideline project. <i>Alternative: Produce a "blueprint" outlining the consensus guideline development process and the resources needed at each step</i>	PeDRA	July 2022	January 2023		- Not sure if a report will help -Maybe "blueprint" more helpful	
	7.3.2 Publish at least 2 PeDRA / SPD supported consensus guidelines over the next 3 years.	PeDRA	June 2023	June 2025		- Costly?	
	7.3.3 Produce a report evaluating the current landscape of institutional data use agreements.	PeDRA	January 2022	December 2022		- To what purpose? Proposing better, easy-to-use ones? -Not sure if the effort will be worth it vs. communal efforts to fix the issue -Constantly evolving, time consuming, and site-dependent	