



2016 – 2020 SHEA Strategic Plan

The following strategic issues and goals demonstrate how SHEA provides exceptional value to a diverse group of members, and stakeholders. Our team of dedicated leaders, volunteers, and staff are committed to achieving these goals for the ongoing strength and relevance of the organization.

- Healthcare professionals value SHEA information and educational resources as essential to professional development and lifelong learning in healthcare epidemiology and antimicrobial stewardship.
- SHEA sets priorities and leads research in healthcare epidemiology antimicrobial stewardship.
- SHEA is the indispensable source of scientific information in the non-governmental sector that informs policy makers and establishes guidance on healthcare epidemiology and antimicrobial stewardship.
- SHEA is a leader in promoting the implementation of practical strategies for safe healthcare delivery, including healthcare associated infection prevention and antimicrobial stewardship.
- Members benefit from strategic relationships between SHEA and other organizations with similar objectives.
- SHEA's Governance and Committee structure effectively supports the achievement of the strategic vision and goals.

STRATEGIES: EDUCATION

Healthcare professionals value SHEA information and educational resources as essential to professional development and lifelong learning in healthcare epidemiology and antimicrobial stewardship.

1. Enhance quality and relevance of educational and informational resources of SHEA to support inter-professional education in healthcare.
 - **DESIRED OUTCOME:** SHEA educational offerings will meet needs and requirements of all members and relevant constituencies, including for the CMS Conditions of Participation for infection prevention and antimicrobial stewardship.
2. Promote core competencies in healthcare epidemiology and antibiotic stewardship.
 - **DESIRED OUTCOME:** SHEA-developed core competencies are widely recognized as standards for the field.
3. Maintain compliance with ACCME criteria for high quality, unbiased educational content
 - **DESIRED OUTCOME:** SHEA maintains active ACCME accreditation.

4. Advance the prominence of the society's journal, Infection Control and Hospital Epidemiology.
 - **DESIRED OUTCOME:** SHEA'S journal is recognized as the premiere scientific and research publication in hospital epidemiology and antibiotic stewardship, creating value for authors, readers, and the organization.

STRATEGIES: RESEARCH

SHEA sets priorities and leads research in healthcare epidemiology and antimicrobial stewardship.

1. Identify and promote SHEA's Research Agenda.
 - **DESIRED OUTCOME:** Maintain a relevant research agenda; Request For Applications (RFAs) in the field match SHEA's research agenda; increased commercial support for SHEA-sponsored Research.
2. Identify and exploit opportunities to conduct, sponsor, or promote high-quality research projects including those utilizing the SHEA Research Network.
 - **DESIRED OUTCOME:** Increasing utilization of funded projects through the SRN.
3. Support and develop future healthcare epidemiology researchers.
 - **DESIRED OUTCOME:** Increase research skill of fellows in healthcare epi research applications to the Epi Project.
4. Diversify funding for SHEA and the SHEA ERF.
 - **DESIRED OUTCOME:** Increased individual giving; find acceptable projects and appropriate boundaries to working with industry in order to receive industry support aligned with SHEA and SHEAERF mission; members and industry understand the value of the ERF.

STRATEGIES: POLICY

SHEA is the indispensable source of scientific information in the non-governmental sector that informs policy makers and establishes guidance on healthcare epidemiology and antimicrobial stewardship.

1. Define and maintain a sound and persuasive policy platform to advance all aspects of healthcare epidemiology and antibiotic stewardship (includes research, education, training, practice).
 - **DESIRED OUTCOME:** SHEA'S policy priorities are focused and clearly defined and articulated to key audiences.
2. Demonstrate value to members in advancing SHEA policy platform.
 - **DESIRED OUTCOME:** Improved member communications on SHEA advocacy initiatives and outcomes; Members are engaged in SHEA advocacy initiatives through grassroots.
3. Advance and execute the SHEA policy platform and priorities
 - **DESIRED OUTCOME:** Adoption of informed policies by institutional state, federal, and local policymakers.

STRATEGIES: SCIENCE AND PRACTICE

SHEA is a leader in promoting the implementation of practical strategies per safe healthcare delivery, including healthcare associated infection prevention and antimicrobial stewardship.

1. Sustain development and dissemination of expert guidance documents.
 - **DESIRED OUTCOME:** SHEA Guidance documents are widely utilized and cited.
2. Contribute to performance measure development for healthcare epidemiology and antibiotic stewardship.
 - **DESIRED OUTCOME:** Antibiotic stewardship measures with contribution from, or developed by SHEA in collaboration with strategic partners; SHEA actively contributes to all quality and performance measures relevant to healthcare epidemiology and antibiotic stewardship.
3. Promote understanding of healthcare epidemiology and antimicrobial stewardship and its role in healthcare.
 - **DESIRED OUTCOME:** SHEA provides the means for key stakeholders understand healthcare epidemiology and antimicrobial stewardship and its role in healthcare.

STRATEGIES: COLLABORATION

Members benefit from strategic relationships between SHEA and other organizations with similar objectives.

1. Strengthen communication and collaboration with other professional societies and organizations to improve educational opportunities, practice resources, and advocacy efforts for members (International and U.S.).
 - **DESIRED OUTCOME:** SHEA is engaged in mutually beneficial collaborations with like-minded organizations that advance the fields of healthcare epidemiology and antibiotic stewardship.
2. Identify effective expert liaisons represent SHEA positions to external entities and convey opportunities back to the organization.
 - **DESIRED OUTCOME:** SHEA's liaison activities are aligned with current strategy and resources, and are in line with the mission of the organization; SHEA has strong ties to other organizations through governance partnerships at the Board and Committee level.
3. Ensure that SHEA partnerships with other societies meet SHEA and its members' needs.
 - **DESIRED OUTCOME:** SHEA members or SHEA as an organization derive recognizable benefits from collaborations with like-minded organizations that advance the fields of healthcare epidemiology and antibiotic stewardship.

STRATEGIES: MEMBERSHIP

Members see value in belonging to and engaging with SHEA.

1. Delivery of targeted content and communications to all member segments.
 - **DESIRED OUTCOME:** SHEA members receive relevant content that speaks to their individual needs on an ongoing basis; Website becomes a valued resource for members.
2. Achieve significant, measurable membership growth among: public health officials; Non-ID trained health professional involved in HAI prevention and antibiotic stewardship; young physicians with intent to specialize in healthcare epidemiology or antibiotic stewardship; and international professionals with interest in HAI and antibiotic stewardship.
 - **DESIRED OUTCOME:** SHEA's member base is fully representative of those dedicated to the field of healthcare epidemiology and antibiotic stewardship; increased retention rate to 90% in 5 years.

STRATEGIES: INFRASTRUCTURE

SHEA's infrastructure effectively supports the achievement of the mission, vision and goals of the organization.

1. Achieve and sustain alignment of organizational structure and capacity with strategic goals. Establish a process to sustain ongoing strategic planning.
 - **DESIRED OUTCOME:** SHEA meets its strategic goals on an ongoing basis.
2. Ensure representativeness and inclusiveness of volunteer/member participation in Board of Trustees, committees, task forces, guideline and policy writing groups and society liaisons.
 - **DESIRED OUTCOME:** SHEA's policy and programmatic decisions are sound because it has an engaged volunteer base that is diverse and representative of the membership.
3. Enhance profitability and predictability of revenue streams from Spring Meeting, IDWeek, journal and SHEA educational programs and develop other revenue sources to support important activities.
 - **DESIRED OUTCOME:** SHEA's operations are sustainable and support the needs of the organization and the field; SHEA programming is evaluated on a regular basis to ensure an appropriate balance of financial investment and organizational return/member value.