



2024 – 2028 NBDPN STRATEGIC PLAN

Approved by the NBDPN Executive
Committee October 2024

NBDPN STRATEGIC PLANNING EXECUTIVE COMMITTEE:

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Contributing NBDPN Members:

Dianna Contreras, BS
Russell Kirby, PhD
Adrian Michalski, MPH
Kristina Ottenwess, MPH
Jodi Snow, BS
Mahsa Yazdy, PhD

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2024- 2028 NBDPN Strategic Plan

BACKGROUND

The National Birth Defects Prevention Network (NBDPN), a membership organization founded in 1997, became a 501 (c) (3) nonprofit organization in September of 2000. The NBDPN's leadership, recognizing the importance of long-range planning, developed its first strategic plan in 2005 and renewed the plan in 2010 and 2015. In 2024, NBDPN Executive Committee develop a new organization strategic plan for 2024-2028.

Strategic planning improves the alignment between mission, programs, resources, and relationships. Through this planning process, Executive Committee determined **what** the NBDPN intends to accomplish and **how** its resources will be directed toward accomplishing these goals over the coming months and years.

The Executive Committee identified four GOALS:

- Develop and implement a new staffing and organizational structure to support our mission.
- Increase the number, engagement, scope of professional backgrounds, and retention of NBDPN members by providing education, mentorship and leadership opportunities.
- Develop collaborative and strategic relationships among members and relevant organizations to further our mission.
- Utilize evidence-based and innovative birth defect surveillance data to advance research and public health efforts.

Through discussions with key organizational leaders as well as previous experience, the Executive Committee realized that the new strategic plan should prioritize and focus on core GOALS in order to maximize the organizations' strengths, efficiency, and sustainability. Each GOAL includes PRIORITY AREAS (see Figure 1). Also, four OVERARCHING THEMES were identified:

- Improve Organizational Efficiency
- Increase Membership and Engagement
- Develop Collaborative Relationships
- Advance Birth Defects Surveillance and Health of Children with Birth Defects through Research

Additional tools were developed in order to analyze current status and future directions. As per the prior strategic planning process, the NBDPN leadership reflected on the organization's existing qualities and available resources as of 2024. This included identifying strengths, weaknesses, opportunities, and threats (SWOT) to examine the internal and external factors that could affect the organization's success, progress, and sustainability.

NBDPN MISSION and VISION

The National Birth Defects Prevention Network (NBDPN) is a group of individuals involved in birth defects surveillance, research, and prevention. It was created to establish and maintain a national network of state and population-based programs for birth defects surveillance and research. The Network assesses the impact of birth defects upon children, families, and health care; identifies factors that can be used to develop primary prevention strategies; and assists families and their providers in secondary disabilities prevention.

To fulfill its mission and vision, the NBDPN pursues the following goals:

Improve access to, and application of information about the prevalence and trends of birth defects.

Increase collaboration among members within the birth defects community.

Advance science through birth defects surveillance and its application to public health efforts and resources allocation.

The NBDPN Strategic Plan for 2024-2028 is more succinct and focused than the prior four year plan, with the hope of aligning and clarifying the work of the committees and groups. No activities were selected that could not be implemented by a Committee or Group. There is an increased emphasis on member services, increasing visibility, advocacy and financial sustainability. Activities planned to support each objective take into consideration government efforts, opportunities for impact, capacity, resources, and available measurement strategies. Each objective is approached through a variety of activities that will lead to capacity building, revenue diversification, outcomes measurement, marketing, and responsiveness to validated member needs.

The 2024-2028 NBDPN Strategic Plan was approved by the Executive Committee on October 2, 2024. The Executive Committee is charged with developing an implementation plan to monitor progress. Questions or comments about the NBDPN Strategic Plan can be sent to nbdpninc@nbdpn.org.

Figure 1: Goals, Priority Areas, and Overarching Themes for the 2024-2028 NBDPN Strategic Plan

Goal #1: Develop and implement a new staffing and organizational structure to support the NBDPN mission. • Delineate the structure and authority of committees and workgroups, and their domain for areas of review and responsibility. • Outline a protocol for the decision and recommendation process for Board review and approval. • Establish a plan for long-term financial independence and sustainability including [A] Inflows (e.g., dues, foundation gifts, corporate support); [B] Outflows (e.g., infrastructure, product creation and dissemination, member events, staffing); and [C] Amount of savings needed from an operational perspective. • Develop an effective internal and external communication plan that includes educational materials and outreach to partners/organizations.	Goal #2 Increase the engagement, professional backgrounds, and retention of NBDPN members through education, outreach, mentorship and leadership opportunities. • Retain current number of members and have higher member engagement. • Formulate state program membership and engagement goals including structure and levels. • Build educational programming, meetings, tracks, and certification with possible inclusion of an international organization. • Explore having a workgroup devoted to mentoring and leadership programming.	Goal #3 Develop collaborative and strategic relationships among members and relevant organizations through outreach efforts to further our mission. • Engage in cross-membership programming and benefits with partner organizations. • Optimize engagement with organizations that span multiple audiences (e.g., national organizations, state programs, and community organizations). • Ensure that we have a connection to all aligned professional organizations for outreach. • Solidify formal partnership agreements and engagement by actively pursuing targeted partnerships.	Goal #4 Utilize evidence-based and innovative birth defect surveillance data to advance research and public health efforts. • Capitalize on NBDPN's access to research in order to identify knowledge gaps that further studies could fill. • Determine how NBDPN can lead efforts to create an educational repository for available studies, papers, tools, and best practices. • Promote the reputation of NBDPN to the public as a trusted resource for patients, providers, and partners. • Enhance the capacity for surveillance initiatives.
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IMPROVE ORGANIZATIONAL EFFICIENCY

INCREASE MEMBERSHIP AND ENGAGEMENT

DEVELOP COLLABORATIVE RELATIONSHIPS

ADVANCE BIRTH DEFECTS SURVEILLANCE AND HEALTH OF CHILDREN WITH BIRTH DEFECTS THROUGH RESEARCH

GOALS AND OBJECTIVES OF THE 2024-2028 NBDPN STRATEGIC PLAN

Goal I: Develop and implement a new staffing and organizational structure to support our mission.

Objective 1: Delineate the structure and authority of committees and workgroups, and their domain of areas of review and responsibility.

Measurement: Annually

Activities:

1. Develop annual charges (work plan) for committees and workgroups.
2. Develop reporting and review/approval process for committees and workgroups back to the Board.
3. Determine if the current committee/workgroup structure is serving NBDPN.
4. Determine if a board liaison program to the committees/workgroups is needed or if Program Director should fill the role.

Objective 2: Outline a protocol for the decision and recommendation process for Board review and approval.

Measurement: As Needed

Activities:

1. Review of current process for decision and recommendation (from Committee to Chair then to Operation Committee to Vice Chair to Board).
2. Determine an appropriate cadence for report to the Board and getting feedback.

Objective 3: Establish a plan for long-term financial independence and sustainability including [A] Inflows (e.g., dues, foundation gifts, corporate support); [B] Outflows (e.g., infrastructure, product creation and dissemination, member events, staffing); and [C] Amount of savings needed from an operational perspective.

Measurement: Annually

Activities:

1. Draft a development plan with goals for fundraising.
2. Brainstorm annually revenue generating offerings for NBDPN (webinar series, etc.).
3. Determine policy for amounts in operational reserves.
4. Develop a financial plan for long term sustainability.
5. Ensure a balanced budget for the organization.

Objective 4: Develop an effective internal and external communication plan that includes educational materials and outreach to partners/organizations.

Measurement: Quarterly and Annually

Activities:

1. Seek membership and partnership feedback on resources provided (e.g. annual survey).
 2. Develop a consistent newsletter (quarterly) for members and nonmembers.
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GOALS AND OBJECTIVES OF THE 2024-2028 NBDPN STRATEGIC PLAN

3. Consider a revamping of the website with more engagement opportunities.

4. Become more active communicating on social media.

Goal II: Increase the number, engagement, scope of professional backgrounds, and retention of NBDPN members by providing education, outreach, mentorship and leadership opportunities.

Objective 1: Retain current number of members and have higher member engagement.

Measurement: Quarterly, Semi-Annual, and Annually

Activities:

1. Seek additional partnership reciprocal agreements(NBDPN with OTIS).
2. Develop a member value proposition.
3. Promote/ market membership benefits.
4. Seek additional liaison partner members.
5. Referral competitions amongst members of committees.
6. Consider recruitment of students to membership.
7. Create an annual membership survey to gauge value and new ideas.
8. Develop a member spotlight of accomplishments or research (e.g., newsletter, social media, etc.).
9. Develop Partner Spotlight (e.g. co-sponsorships, webinars, events, etc.).

Objective 2: Formulate state program membership and engagement goals including structure and levels.

Measurement: Annually

Activities:

1. Have a member from each state birth defects registry department.
2. Determine if state membership structure is needed.

Objective 3: Build educational programming, meetings, tracks, and certification with possible inclusion of an international organization.

Measurement: Annually

Activities:

1. Develop a webinar program.
 2. Determine the feasibility of a certification program. (for individual and programs).
 3. Investigate partnership/collaboration with other organizations, like EUROCAT.
 4. Determine the feasibility of a scholarship program for career growth inclusive of CHES & PMP certification components.
 5. Determine if tracks are needed in the annual meeting and how to publicize.
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GOALS AND OBJECTIVES OF THE 2024-2028 NBDPN STRATEGIC PLAN

Objective 4: Explore having a workgroup devoted to mentoring and leadership programming.

Measurement: Monthly, Quarterly, Annually

Activities:

1. Build a collaborative online job board (e.g., CDC, partners, state departments and programs).
2. Host open mentoring and leadership programming for webinars.
3. Determine if a new program manager training series or online training offerings.
4. Conduct a survey of members to determine the need for this program/training.

Goal III: Develop collaborative and strategic relationships among members and relevant organizations through outreach efforts to further our mission.

Objective 1: Engage in cross-membership programming and benefits with partner organizations.

Measurement: Monthly

Activities:

1. Communicate with Partners and other Grantees for potential outreach opportunities (use current list of partners).
2. Collaborate with BDRP/OTIS on biennial conference planning and implementation for 2025 and possibly beyond.
3. Invite individuals with aligned professional focus to join in on Interest Groups (e.g., existing, revived, or new NBDPN groups; perhaps groups for epidemiologists, statisticians, pediatricians, coders, or program managers; participation not restricted to NBDPN members).
4. Brainstorm other potential partner organization opportunities.

Objective 2: Optimize engagement with organizations that span multiple audiences (e.g., national organizations, state programs, and community organizations).

Measurement: Monthly, Annually

Activities:

1. Recruit members from all state programs.
 2. Allow allied organizations to post relevant pieces (e.g., announcements, events, opportunities, etc.) on our website. (specific quarterly call).
 3. Request that allied organizations consider allowing NBDPN to post relevant pieces to their websites.
 4. Create a slide about the network to encourage members to include in presentation slide decks.
 5. Ensure we have a presence of individuals to promote NBDPN at other meetings.
 6. Create a meetings calendar to ensure representation.
 7. Encourage members to submit sessions at partner meetings that can share NBDPN's work and data.
 8. Engage in opportunities with Birth Defects Awareness month to promote the network (create slide/collateral to share).
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GOALS AND OBJECTIVES OF THE 2024-2028 NBDPN STRATEGIC PLAN

Objective 3: Ensure that we have a connection to all aligned professional organizations for outreach.

Measurement: Monthly

Activities:

1. Subscribe staff to other professional organizations' listservs.
2. Have staff and social media workgroup Follow, Like, and Share to cross-promote social media posts.
3. Compile a list of the aligned professional organizations NBDPN would like to engage with, then systematically contact the education/outreach arm of each of those organizations to explore opportunities.

Goal IV: Utilize evidence-based and innovative birth defect surveillance data to advance research and public health efforts.

Objective 1: Capitalize on NBDPN's access to research in order to identify knowledge gaps that further studies could fill.

Measurement: Semi-Annual, Annual

Activities:

1. Form and/or maintain a Birth Defects Research Interest Group among NBDPN members.
2. Compile a list of areas/conditions of interest being studied by NBDPN members who are active in research to facilitate members finding members with shared interests.
3. Actively identify opportunities for research collaboration among Research Interest Group members (e.g., multi-center studies, multi-region data pooling).
4. Investigate if NBDPN should develop a clinical network and what we could offer to clinicians to make this valuable/attractive to them.
5. Encourage state programs to involve clinical reviewers in NBDPN. (possibly create a clinical reviewer network within NBDPN).

Objective 2: Determine how NBDPN can lead efforts to create an educational repository for available studies, papers, tools, and best practices.

Measurement: Quarterly

Activities:

1. Develop a small workgroup focused on developing educational repository.
 2. Determine the intended repository audience (i.e., public-facing resources adapted for lay audience; and/or compiled toolkits with studies and best practices intended for professional audience).
 3. Generate a list of topic areas or categories that would be of value in such a repository.
 4. Lay groundwork for hosting the repository on the NBDPN web platform.
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GOALS AND OBJECTIVES OF THE 2024-2028 NBDPN STRATEGIC PLAN

Objective 3: Promote the reputation of NBDPN to the public as a trusted resource for patients, providers, and partners.

Measurement: Monthly, Semi-Annual, Annually

Activities:

1. Determine what content is needed to enhance public awareness through our website.
2. Ask members to present their project/studies information for inclusion on the website.
3. Develop and launch a set of public-facing marketing ads for birth defects awareness.
4. Consider partnerships (like AAP) who use our data to promote facts/data to pediatricians. (consider lifespan groups to promote with).

Objective 4: Enhance the capacity for surveillance initiatives.

Measurement: Annually

Activities:

1. Surveillance Guidelines updates and recommendations.
 2. Develop an individual mentorship program in surveillance programs, matching them role-by-role with seasoned members, to build confidence and skills.
 3. Develop a program-level mentorship from members of well-established, smoothly running programs, to make themselves available for ad hoc guidance to programs that are newer or lower-capacity.
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NBDPN

NATIONAL BIRTH DEFECTS
PREVENTION NETWORK