

## IPNA Strategic Plan 2023-2025

### **Goal 1 – Empower providers to acquire, apply and generate skills and knowledge to improve the care of children with kidney diseases**

Strategy	Tactics	Responsibility	Time Frame	Metric
1.1 Promote the development of clinical services	Develop a global map of needs for pediatric nephrology services and resources	SPC	Q4, 2023	Map published on IPNA website
	Develop a registry of regional experts who can serve as consultants to LMIC to discuss challenging clinical cases	SPC - with help from regional society leaders	Q2, 2024	Registry available on IPNA website
	Establish collaboration with other organizations and the industry to develop strategies to improve access to equipment, supplies, and medications in LMIC	EC & SPC	Q4, 2024	At least 1 partnership established by December 2024
	Continue using existing guidelines and process for developing at least 1 new, high-quality guideline. NOTE: 2 guidelines have been published, 2 are under development	BPGC	Q4, 2023	
	Facilitate implementation of guidelines by recommending necessary infrastructure to local policy makers for all regional societies and their national bodies	Presidents of Regional societies	Q1, 2024 [1 year after publication of 2 <sup>nd</sup> IPNA guideline]	Baseline survey completed & published in journal and/or IPNA website
	Assess impact on change in clinical practice through pre-post guideline implementation surveys	BPGC	Q1, 2026 [3 years after publication of 2 <sup>nd</sup> guideline]	White paper published in journal and/or IPNA website

**BPGC – Best Practice & Guidelines Committee**  
**EC - Executive Committee**  
**FDC – Finance/Development Committee**  
**LC – Leadership Group**  
**PrEC – Patient Education Committee**  
**RC – Research Committee**  
**TCSC – Teaching Courses Sub-Committee**  
**YPNG – Young Pediatric Nephrologist Group**

**CC – Communications Committee**  
**FC – Fellowship Committee**  
**JMCS – Junior Master Class Sub-Committee**  
**MC – Membership Committee**  
**PtEC – Patient Education Committee**  
**SPC - Special Projects Committee**  
**WSC - Webinar Sub-Committee**

**Goal 1 – Empower providers to acquire, apply and generate skills and knowledge to improve the care of children with kidney diseases**

Strategy	Tactics	Responsibility	Time Frame	Metric
1.2 Facilitate access to IPNA’s educational programs	Support IPNA Teaching Courses around the globe by ensuring that recordings are made available for all IPNA members	TCSC	Q4, 2023	Number of courses, webinars and participants per year. Survey participants specifically requesting info on impact, e.g., change in practice, their trainees, etc
	Define and organize IPNA Junior Master Classes in different regions; ensure recordings are made available for all IPNA members	JMCSC	Q4, 2023	
	Organize IPNA Best Clinical Practice Webinars Recording being available for all IPNA members	WSC	2023-2025 At least 6 per year	Year End Report
	Revise Fellowship application guidelines and review criteria	FC	Q2, 2023	Pre-post survey results from Fellows and Centers as Fellows begin and complete the
	Create Report Forms for the Fellows and Training Centers to complete following the Fellowship.	FC	Q2, 2023	Fellowship
	Create and conduct a Survey to capture the impact of the training on the care of children in the fellow’s home country.	FC & former fellows	Q4, 2023	Consider number of Fellows trained, survey results and documented changed from Centers.

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Strategy	Tactics	Responsibility	Time Frame	Metric
1.3 Develop an integrated, structured educational platform	Establish potential for IPNA app, define app plan and define criteria for app content based on member feedback	IPNA LG & CC	Q4, 2022	A downloadable app that can be used on Apple and Android devices
	Create and publish IPNA global training Curriculum in Pediatric Nephrology In collaboration with representatives of all regional societies	PrEC	Q2, 2024	Training Curriculum published on IPNA website
	Develop global IPNA teaching modules in Pediatric Nephrology based on member survey	PrEC	Q2, 2024	IPNA Teaching modules and E-learning cases on IPNA website
	Develop IPNA evaluation procedure for obtaining IPNA certificate of Pediatric Nephrologist	PrEC	Q2, 2025	IPNA examination in Pediatric Nephrology operational
	Develop and administer IPNA Pediatric Nephrology examination	PrEC	Q2, 2026	Number and quality of patient education articles or links on IPNA website
	Each year determine 10 topics of greatest importance and relevance for patients and caregivers, acquire/prepare materials & load onto IPNA site, with translations as possible	PtEC	Q2, 2023	Number of different topics, and investigations available on patient education platform on IPNA Website
	Designate group of parents and caregivers from various language and cultural backgrounds to review materials and provide feedback on value and practicality	PtEC	Q2, 2023	Number of different languages in which patient education articles are available
	Achieve preferential display of IPNA patient education material on search engines e.g. Google, e.g. by	CC	Q4, 2023	

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	purchasing the services of such search engines			Metrics for patient education web pages

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1.4 Promote best-practice, evidence-based care	Disseminate guidelines* a. Journal b. Website c. Guideline application d. Webinars e. Translate guidelines in local languages  *IPNA guidelines formulated by BPGC; each guideline with summary for patients	BPGC	One guideline/year, 2023-2025  2 guideline webinars/year  1-2 Ask the expert sessions/year	2 guidelines completed; published, posted on website  Webinars on guidelines  First guideline translated in 11 languages; second guideline translations initiated
	Create patient education material from Guidelines, above	PtEC	Q3, 2023	Survey knowledge and use of guidelines, 6 & 12 months post publication
	Assess impact on change in clinical practice through post guideline implementation surveys	BPGC	Q1, 2024 [1 & 3 years after Guidelines published]	

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Strategy	Tactics	Responsibility	Time Frame	Metric
1.5 Support the development of clinical research	Create and conduct survey on clinical research needs	RC	Q3, 2023	Feedback obtained from >100 interested members and report prepared
	Analyze survey results	RC		
	Prepare results and share recommendations with EC	RC		Publication in PN Journal
	Establish inventory of clinical research interest and capacities	RC	Q1, 2024	Catalogue of IPNA member clinical research sites
	Develop Clinical Research training program based on learnings and input from membership, above	RC	Q3, 2024	First class enrolled
	Expand IPNA Registry population coverage - to do so: - establish contacts to colleagues in non-participating countries - sign collaboration agreements - train users	RC	Q2, 2025	Number of reporting countries increased to 80% coverage of world child population

**Goal 2 – Promote greater engagement (involvement) of the diverse membership in all IPNA activities.**

Strategy	Tactics	Responsibility	Time Frame	Metric
2.1 Ensure effective and transparent communication with members	Review planning survey results to confirm member needs and wants for mobile app & other sources of information	IPNA LG	Q2, 2023	IPNA App completed and running
	Develop and test interactive mobile App for efficient communication of news, events & membership issues	IPNA LG & CC	Q3, 2024	Increase involvement and volunteering by different membership groups
	Create budget for EC approval and hire group to develop app	IPNA LG	Q3, 2023	Number of members engaging after social media posts via signups
	Create Task Force to define 1-2 other sources of communication and best model for utilizing, e.g., social media	CC	Q1, 2024	

**Goal 2 – Promote greater engagement (involvement) of the diverse membership in all IPNA activities.**

Strategy	Tactics	Responsibility	Time Frame	Metric
2.2 Promote greater involvement of younger members in the governance and executive roles of IPNA	Assess current level of diversity of governance and executive bodies	IPNA LG & EC	Q2, 2023	Diversity distribution reported to EC
	Encourage councilor/committee volunteer applications/nominations to reflect diversity of membership (sex, age, country developmental index)	EC	Q2, 2023	IPNA Councilors will more closely represent the IPNA membership in terms of diversity
	Expand YPN group activities, e.g., by including group members as volunteers in IPNA Committees	YPNG	Q3, 2023	Proportion of female council members approaching 50% by 2025
	Send out email to IPNA members at large, inviting junior pediatric nephrologists (less than 40 years of age) to submit their CVs, if interested in joining IPNA committees	IPNA LG	Q3, 2023	Double number of YPN volunteers in IPNA Committees
	CVs received will be reviewed and best one or two applicants from various regional societies chosen to join committees for period of two years	IPNA LG & EC	Q2, 2023	

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2.3 Define and communicate meaning/value of IPNA for members	Develop and market infographic and disseminate in multiple mediums (on website, in IPNA newsletters/mailings, in IPNA journal, twitter, at regional/international meetings)	MC	Q2, 2023	Completed; used >10 ways in 2023  Completed; used in all IPNA activities
	Incorporate membership value message into all IPNA activities (renewal to members, mailings to regional society members, TC and other sponsored IPNA activities)	MC	Q3, 2023	
	Develop and disseminate “What do you know about IPNA?” mini-quiz series	MC	Q4, 2023	

<b>Goal 3 – Optimize IPNA governance and infrastructure</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Metric</b>
3.1 Ensure transparency in organizational operation and leadership	Minutes of all ExCom and Committee meetings made accessible to Council members on Dropbox within week of meeting	C-In & LG	Q1, 2023	>30 meeting reports per year archived in Dropbox
	Publish on IPNA Website Annual Reports including finance review, committee reports and outlooks	LG	Q2, 2023	Three Reports published by 2025
	Ensure transparent selection by Regional Societies; advocate for diversity of current Council and membership	MC & LG	Q4, 2023	IPNA Council membership reflects increased diversity re: Younger members, URMS
	Ensure EC meetings are being held and minutes shared with membership	LG	Q2, 2023	Meeting minutes shared with members within 1 week of meetings

<b>Goal 3 – Optimize IPNA governance and infrastructure</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Metric</b>
3.2 Leverage current management model to achieve IPNA's mission	Increase ExCom meeting frequency from 1 to 4/year	EC	Q1, 2023	Meetings scheduled and held
	Increase Committee meeting frequency to at least 4 /year	Committees	Q1, 2023	

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3.3 Align communication methods with member needs and best technology options/uses	Review recent planning and feedback surveys for suggested to improve all communication vehicles to members and propose 2023 Communications Plan	CC	Q3, 2023	Newsletters are noted on the website  Website remains robust and accurate with periodic review of the analytics
	Create targeted communications plan that accounts for all methods, timing, responsibility, purpose, etc. and update website with member communication flow chart	CC	Q3, 2023	Social media presence is reviewed by the analytics
	Update social media sites and use as opportunity to communicate with members, e.g., new features	CC	Q4, 2023	App is up and running by end of 2023
	Align above areas into an app (see Goal 1) to utilize technology	LG & CC	Q3, 2023	
	Once communications plan in place, follow up with members via 3 question survey to assess value and relevance of platforms and mobile app	LG & MC	Q2, 2024	Survey results show increased levels of member satisfaction

<b>Goal 4 – Secure robust funding to accomplish IPNA’s mission</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Metric</b>
4.1 Establish new funding sources	Develop and implement formal industry sponsorship of IPNA (Corporate Board)	FDC	Q2, 2023	First virtual corporate meeting
	Research additional fundraising methods implemented by peer international organizations and implement 3 most appropriate methods	FDC	Q1, 2024	Signed agreements and financial contributions  Increase fundraising > 100% each year

<b>Goal 4 – Secure robust funding to accomplish IPNA’s mission</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Metric</b>
4.2 Increase efficiency and strengthen current funding stream	Analyze IPNA infrastructure and processes	LG & C-IN	Q1, 2004	Report to EC
	Conduct targeted research of other societies and their funding streams, provide comparison to IPNA’s model	FDC	Q3, 2023	Report to EC
	Create list of other peds journals and explore ‘appropriateness’ of present Springer contract via comparison to peer publications; provide recommendations to FDC	LC - create IPNA Journal TF	Q4, 2023	
	Create ‘flowchart’ of current model for generating income from members, assess methods to increase income from membership; work with MC to pursue best methods	FDC & MC	Q4, 2023	
	Review other societies (adult and peds) and their membership donation programs and develop and implement membership donation program	MC	Q1, 2024	