STRATEGIC PLAN OVERVIEW
FY 2018–2020

Improving Health by Advancing the Safe and Effective Use of Technology

This document is a condensed version of the more detailed Strategic Plan that was approved by the AAMI Board of Directors on November 4, 2017.

Robert D. Jensen  Phil Cogdill
President & CEO    Chairman

AAMI
Advancing Safety in Health Technology
Acknowledgment

With appreciation for the guidance of the AAMI Board of Directors and the Strategic Planning Subcommittee

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Arlington, VA 22203-1633
www.aami.org

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I am pleased to share with you the first Strategic Plan in AAMI’s second half century of service. This 2018–2020 plan outlines how we will build on AAMI’s first 50 years of incredible progress while responding to an ever-faster pace and burgeoning scale of technological development. A renewed focus on innovation will complement AAMI’s well-established member programs and products with novel pilots and targeted offerings to create greater value for stakeholders and even stronger organizational resilience.

AAMI aspires to improve health by advancing the safe and effective use of technology. This is a vision that is at once audacious and uplifting. AAMI’s accomplished staff, combined with more than 2,000 skilled, seasoned volunteers, constitute an extraordinarily capable and impressive network of professionals. Working as a team, we can achieve great things. Together, we can accomplish our mission to become the leader for global collaboration in the development, management and use of safe and effective health technology.

Our work will proceed along a path guided by three goals: a broader community of engaged stakeholders, enhanced operations and finances, and high-quality learning in health technology. Each goal will include three objectives, which are detailed later in this document. Importantly, we will measure our progress against these objectives through a set of metrics and frequent conversations about where we are headed and how we are getting there. As needed, we will consider and discuss possible modifications. The vision, mission, goals, and objectives approved by the AAMI Board of Directors will serve as the organization’s guideposts for the next three years.

The strategies for each of the objectives in this document articulate the inaugural plan for meeting the metrics. The staff is accountable for fully developing and articulating these strategies in a manner that supports meeting objectives and goals and is properly aligned with AAMI resources and priorities. Some tactics are only the initial actions. Staff leaders will be accountable for updating these tactics to respond to environmental or other changes that affect AAMI’s risk/benefit profile.

It is not a cliché to say that our success rests in teamwork and collaboration. Each one of you has a vital and unique role to play in helping AAMI realize its mission—and in advancing the cause of safe and effective healthcare technology. Let’s make a positive difference together.

Best regards,

Robert D. Jensen
President & CEO, AAMI
Planning Framework

AAMI’s governance model facilitates the development of a Strategic Plan to effectively bring AAMI’s products, programs, and services to bear in a manner that is guided by the Board of Directors and planned and executed by the AAMI staff. The Board sets the direction of the organization through the development of the vision, mission, goals, and objectives with metrics. Input from the staff is encouraged; however, the Board provides final approval of these elements of the Strategic Plan and oversees the plan by focusing on the metrics.

In the interest of ensuring the Strategic Plan is effectively focused, the Board uses three goals and three objectives for each three-year cycle. This approach emphasizes those items of strategic importance and does not attempt to catalogue all work of the association.

AAMI staff is responsible for the development of the strategies. Each strategy relates to the accomplishment of a specific objective, but may also relate to other objectives and goals. The strategies, as the mechanisms for accomplishing the Board’s guidance, are priorities and, as such, will warrant additional resources including money, member time, staff time, and leadership attention.

The AAMI Strategic Plan operates on a rolling three-year basis. Before the first year of execution, a plan is developed. During the first and second years of execution, the plan is reviewed during a Board meeting and modified as needed to roll forward. During the last year of execution, the Board conducts a comprehensive review of the Strategic Plan and sets the course for the next three years.

“If you don’t know where you are going, you’ll end up someplace else.”

—Yogi Berra
The Big Picture

The planning framework described earlier sets a governance model whereby the AAMI Board of Directors sets the guidance for the organization by development and publication of a vision, mission, goals and objectives with metrics. This direction fundamentally serves as leadership intent with the measurements that determine organizational success. The Board of Directors agreed on the following for FY 2018–2020.

VISION

AAMI advances the safe and effective use of technology to improve health.

MISSION

AAMI leads global collaboration in the development, management, and use of safe and effective health technology.

Goal 1

Community: AAMI will have a broader community of engaged stakeholders.

- OBJECTIVE: Increase awareness and build value of the AAMI brand.
- OBJECTIVE: Increase global constituency.
- OBJECTIVE: Strengthen the healthcare technology management profession.

Goal 2

Infrastructure: AAMI operations and finances will be enhanced and improved.

- OBJECTIVE: Ensure AAMI is a great workplace to attract and retain the best talent.
- OBJECTIVE: Optimize technology and facilities to support AAMI activities.
- OBJECTIVE: Ensure a long-term fiscally sound and financially sustainable organization.

Goal 3

Knowledge: AAMI will be the essential resource for high-quality knowledge and learning in health technology.

- OBJECTIVE: Increase the capacity of, and participation in, AAMI programs.
- OBJECTIVE: Customize resources and services that benefit the AAMI community.
- OBJECTIVE: Develop new products and services to best meet the needs of the community.
### AAMI Board of Directors*

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<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Title and Affiliation</th>
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<tbody>
<tr>
<td><strong>Chair</strong></td>
<td>Charles (Phil) Cogdill</td>
<td>Senior Director Sterilization and Microbiology QA Medtronic</td>
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<td><strong>Chair-Elect</strong></td>
<td>Eamonn Hoxey</td>
<td>Principal E V Hoxey Ltd</td>
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<td><strong>Treasurer/Secretary</strong></td>
<td>Steve Yelton</td>
<td>Professor Cincinnati State Technical &amp; Community College</td>
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<td><strong>President</strong></td>
<td>Robert Jensen</td>
<td>President &amp; CEO AAMI</td>
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<td><strong>Immediate Past Chair</strong></td>
<td>Michael Scholla</td>
<td>Global Director, Regulatory and Standards DuPont Protection Technologies</td>
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<td><strong>Vice-Chair, BMETs</strong></td>
<td>Paul Kelley</td>
<td>Director, Biomedical Engineering, the Green Initiative, and Asset Redeployment Washington Hospital Healthcare System</td>
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<td><strong>Vice-Chair, Clinical Engineering</strong></td>
<td>Carol E. Davis-Smith</td>
<td>Independent Consultant</td>
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<td><strong>Vice-Chair, Healthcare Administration</strong></td>
<td>Diane Mitchell</td>
<td>Assistant Director for Science FDA/CDRH</td>
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<td><strong>Vice-Chair, Industry</strong></td>
<td>David Osborn</td>
<td>Senior Manager, Global Regulations &amp; Standards Philips Healthcare</td>
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<td><strong>Vice Chair, Training</strong></td>
<td>Tina Krenc</td>
<td>President KTA Compliance Consulting</td>
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<td><strong>Director</strong></td>
<td>Pamela Arora</td>
<td>Senior Vice President/Chief Information Officer Children’s Health</td>
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<td><strong>Director</strong></td>
<td>Pierre Boisier</td>
<td>Executive Vice President &amp; Chief Quality Officer Becton Dickinson &amp; Company</td>
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<td><strong>Director</strong></td>
<td>David Deaven</td>
<td>Executive, Global Quality Engineering GE Healthcare</td>
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<td><strong>Director</strong></td>
<td>Rollin J. (Terry) Fairbanks</td>
<td>Director National Center for Human Factors in Healthcare Associate Professor of Emergency Medicine Georgetown University Attending Emergency Physician MedStar Washington Hospital Center</td>
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<td><strong>Director</strong></td>
<td>Kurt Finke</td>
<td>Director Office of Healthcare Technology Management U.S. Department of Veterans Affairs</td>
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<td><strong>Director</strong></td>
<td>David Francoeur</td>
<td>Senior Director Brand &amp; Quality Sodexo</td>
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<td>Heidi E. Horn</td>
<td>Vice President, Healthcare Technology Management SSM Health-Integrated Health Technologies</td>
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<td><strong>Director</strong></td>
<td>George Mills</td>
<td>Director of Healthcare Technical Operations JLL</td>
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<td><strong>Director</strong></td>
<td>Janet Prust</td>
<td>Director, Standards and Global Business Development 3M</td>
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<tr>
<td><strong>Director</strong></td>
<td>Sue Schade</td>
<td>Principal StarBridge Advisors</td>
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* Titles and affiliations at time Strategic Plan was approved.
About AAMI

AAMI is a nonprofit organization founded in 1967, the brainchild of a pioneering group of medical device manufacturers, inventors, and physicians who foresaw a Golden Age for medical devices. Today, with approximately 7,000 members, AAMI is the primary source of consensus standards, both national and international, for the medical device industry, as well as practical information, support, and guidance for healthcare technology and sterilization professionals. This information and guidance is provided through an array of award-winning publications, in addition to a vast assortment of courses, webinars, an annual conference, summits, and other resources.

“What you do makes a difference, and you have to decide what kind of difference you want to make.”

—Jane Goodall