

ADLM Strategic Plan

August 2024-July 2029



Mission

Better health for all through laboratory medicine.

Organizational Values

ADLM's organizational values provide the foundation for our beliefs and behavior. The organization keeps clear the difference between core values, which never change, and operating strategies, processes and systems, which endlessly adapt to a changing environment.

The alignment between our values and our actions increases our ability to achieve our mission.

ADLM:

- **Empowers its members and those involved in or impacted by the field to improve population health.**
- **Enables a diverse, inclusive, and equitable community in which members of the profession, members of the association, and members of staff can thrive.**

- Innovates and is future-focused in creating value for its members and those involved in or impacted by the field.
- Increases organizational capacity at all levels to drive growth, increase mission impact and ensure operational sustainability.

Goals, Objectives & Strategies

SCIENCE & PRACTICE

Expand and promote excellence in scientific practice and knowledge within the fields of diagnostics and laboratory medicine.

OBJECTIVE: Identify, promote, and curate the latest scientific and practice advances and provide guidance on their implementation.

STRATEGY: Ensure scientific content is discoverable and accessible through multiple channels, especially digital applications.

STRATEGY: Apply the principles of DEI in programs and content to advance our mission of health equity.

STRATEGY: Develop a global strategy that aligns with other organizational priorities.

OBJECTIVE: Provide and support professional development within the field.

STRATEGY: Refine, evolve, and advance current education and credentialing programs to ensure laboratory professionals:

- Remain current in the field and deliver best practices, and
- Build new competencies for career advancement.

STRATEGY: Expand participation of professionals in lab-adjacent fields in applicable ADLM content, education, and credentialing programs.

OBJECTIVE: Elevate awareness and support the profession in sustainable laboratory operations and reduction in environmental impact of laboratory practices.

STRATEGY: Curate and promote practical content on sustainability and responsible stewardship in laboratory medicine.

DATA SCIENCE

Drive and influence the pace and practice of data science in laboratory medicine.

OBJECTIVE: Establish a dominant position as the home for data science in laboratory medicine.

STRATEGY: Drive awareness across the profession of the full continuum of data sciences relevant to laboratory medicine.

- Informatics
- Data Analytics
- Machine Learning
- Artificial Intelligence

STRATEGY: Design, resource, and implement programs creating a pathway to appropriate levels of practitioner excellence in data science within laboratory medicine at all levels of the profession.

- Awareness and understanding
- Education and literacy
- Credentialing and standards

OBJECTIVE: Advocate for the role of laboratory medicine experts in realizing the potential of data science to transform healthcare.

STRATEGY: Articulate the full potential of data science in laboratory medicine, emphasizing the laboratory's role in gathering and utilizing data needed for effective and equitable healthcare delivery and management at the individual and aggregate-levels.

RECOGNITION & EMPOWERMENT

Increase recognition of the impact of laboratory medicine and empower our members to advance healthcare.

OBJECTIVE: Increase recognition and understanding beyond the laboratory of the impact of laboratory medicine to deliver optimal healthcare.

STRATEGY: Articulate and communicate the full impact of laboratory medicine on patient care and outcomes, on health equity, and on managing healthcare costs to:

- Healthcare policy and practice influencers
- Healthcare providers
- Hospital and academic administration
- Individuals receiving care
- Payers
- Policy makers
- Public

STRATEGY: Engage and collaborate with patient advocates as allies in increased awareness and appreciation of the role of laboratory medicine in healthcare.

STRATEGY: Communicate career pathways for new and transitioning professionals, connecting them to career development resources.

OBJECTIVE: Empower self-advocacy within the field of laboratory medicine.

STRATEGY: Develop programs and resources to equip members to communicate their impact and function as a partner in a multi-disciplinary healthcare team.

ADVOCACY & INFLUENCE

Strengthen regulatory and legislative advocacy to ensure a favorable environment for advancing health for all through laboratory medicine.

OBJECTIVE: Focus and articulate priority issues in terms of their mission impact.

STRATEGY: Separately articulate each issue's goal and rationale from both an internal (importance to the field) and external (importance to advancing patient health) perspective.

- Keep appropriate professional service compensation and laboratory reimbursement as a guiding principle, both as a means to achieve quality care and an end for the betterment of the profession.
- Emphasize DEI and health equity as guiding principles for advocacy issues.

STRATEGY: Increase the level of member engagement, number and diversity of advocate partners.

- Incorporate patient advocates in Hill efforts.
- Increase partnership and collaboration with other organizations with common interests.
- Increase advocacy communications to reach broader audiences through digital communications channels.

ORGANIZATIONAL STRENGTH

Ensure organizational sustainability and financial security.

ADLM maintains an operating model that reflects the intersection of three circles: what ADLM is uniquely capable of doing, what advances the mission, and what best drives the organization's economic and resource engine.

OBJECTIVE: Achieve organizational and financial security to withstand economic disruption and invest in the maintenance, growth, and expansion of activities that create value to our members and customers.

STRATEGY: Engage appropriate outside expertise to conduct a comprehensive analysis of the association's business model and program impact, identifying areas of both short-term and long-term opportunity.

STRATEGY: Establish and initiate a plan for business development and revenue diversification.

OBJECTIVE: Leverage the opportunities of brand repositioning.

STRATEGY: Expand audience reach to be more inclusive across all laboratory medicine specialties and lab-adjacent professionals.

STRATEGY: Monitor engagement levels by specialty and by member/non-member status, particularly within identified key priority, lab-adjacent fields in order to increase market penetration.

OBJECTIVE: Ensure ADLM remains the home for the clinical chemistry community.

STRATEGY: Maintain and improve the quality and visibility of existing keystone programs in support of the clinical laboratory professional (e.g.; membership, annual meeting, journals, member engagement opportunities, education, CLN, etc.).

STRATEGY: Optimize opportunities and visibility for point-of-care testing professionals.

STRATEGY: Expand leadership opportunities within ADLM for clinical laboratory scientists.

OBJECTIVE: Increase collaborations with organizations with shared interests to expand impact and broaden recognition of ADLM as the hub for data science activities in the laboratory medicine field.

STRATEGY: Seek partnership, co-branding, and other collaborative approaches to expand the ADLM portfolio where existing programs relevant and complementary to ADLM's mission already exist within other organizations.

OBJECTIVE: Continue to implement internal technology, adapt processes, and develop human resources to support organizational sustainability and growth.

STRATEGY: Complete current comprehensive technology/business processes assessment and translate into multi-year, sustained program of technology infrastructure improvements.

STRATEGY: Continue and sustain current staff recruitment, retention, development and engagement programs.

Strategic Plan Metrics: Key Performance Indicators

ADLM's enterprise and mission success is dependent upon more than the performance of individual strategies and the execution of individual operational plans: it is measured in the *collective impact* of all association activities.

ADLM has established key performance indicators, which will be reported in dashboard fashion, twice-yearly (October and March) to the board (attached).

Operational budgets and plans for individual programs and projects to implement the strategies shall include their own timelines and performance metrics.

Envisioned Future

Our "Envisioned Future" provides a concrete yet unrealized vision of the future that provides a catalyst and serves as a focal point of all ADLM's efforts.

In 2029, the Association for Diagnostics & Laboratory Medicine (ADLM) has become a catalyst to ensure laboratory medicine professionals are integrated into the health care team and are recognized for their essential role in patient care, including as leaders in the application of data science. The association has forged new partnerships to foster initiatives to leverage the value of laboratory data for better population health.

As lab testing has become further decentralized and technological advances have given consumers more tools to monitor their health, ADLM has led the way in laboratory stewardship -- preserving the quality and scientific rigor of laboratory medicine. Through its educational portfolio and ability to convene the global clinical laboratory community, ADLM leverages the special expertise of the field to equip scientists and healthcare professionals to make important scientific and practice advances and works alongside patient advocates to champion society's healthcare needs to government officials and the general public.

The ADLM community is now recognized for its representation of all who work in or with the field of laboratory medicine around the world, while remaining the acknowledged home for clinical chemistry. As a more diverse, inclusive, and equitable membership and staff, the association has formed coalitions to shape programs in support of building the future laboratory medicine workforce and promote policies and guidelines to ensure equitable

healthcare access. Organizationally, ADLM is diversifying its revenue sources to ensure a financially strong future for the association while striving towards a more sustainable and environmentally secure future.

ADLM remains committed to scientific excellence and has built an accessible foundation of knowledge resources to guide evidence-based laboratory medicine practices. These include: the association's quality practice guidelines, scientific conferences, business resources, special studies, and scholarly journal articles.

The work of ADLM members is essential to the quality of population health in 2029 and beyond – to ensure people have access to the health care and data they need.