

2020-2023 STRATEGIC PLAN

VISION

NACPM envisions a primary perinatal care system in our country where all birthing people access care through a midwife, where birthplace is the choice of the family, and where all childbearing people and their babies have the same chance to be healthy.

PURPOSE

NACPM’s purpose is to be a powerful, collective voice for Certified Professional Midwives. We strengthen and support excellence in the profession and advocate for changes in health policy to ensure equitable, accessible, high-quality care.

STRATEGIC DOMAINS



Support and Engage Members and Stakeholders



Increase Access to Quality Perinatal Care: Public Policy and Workforce Development



Develop and Ensure Organizational Strength, Effectiveness and Capacity



Collaborate to Build Equity, Influence, Strength and Unity

01

Support and Engage Members and Stakeholders



COMMITMENTS UNDERPINNING THIS DOMAIN

- Grow NACPM membership to include more CPMs in the work and direction of the organization
- Engage NACPM members to accomplish the work of the organization
- Inform best practice and provide clinical guidance relevant to CPMs’ unique model of care

ESTABLISH AN NACPM MEMBERSHIP TEAM

1. Organize this new priority team to hold accountability for building membership and supporting and engaging members and stakeholders
2. Engage staff and representation from the Communications Team as members of this team

BUILD MEMBERSHIP IN NACPM

1. Increase number of individual NACPM members
2. Increase number of CPM student members

3. Build on free-membership initiative for communities of color, Indigenous and LGBTQIA2S+
4. Grow the number of NACPM Chapters
5. Re-engage expired NACPM chapter members

STRENGTHEN AND SUPPORT EXISTING NACPM CHAPTERS

1. Provide strategy & technical support to states for licensing & regulation
2. Assist chapters in developing key strategic relationships, including with ACNM affiliates and ACOG district representatives
3. Grow engagement in quarterly NACPM Chapter Collaboration Calls
4. Build a set of NACPM Chapter-specific member benefits
5. Engage Chapters in NACPM's equity focus and initiatives

INCREASE STUDENT MEMBER ENGAGEMENT

1. Include students to develop a plan for student engagement
2. Explore establishing a student position on the NACPM Board
3. Engage student involvement in designing an NACPM student caucus

SUPPORT MEMBERS WITH INFORMATION ABOUT SUSTAINABLE PRACTICE AND BUSINESS MODELS

1. Identify systemic problems and interventions that address stakeholder concerns
2. Collect information from CPMs who have developed sustainable practice models
3. Articulate a vision of healthy practice to our stakeholders
4. Present information to members in webinar format

ENGAGE MEMBERS IN VOLUNTEER OPPORTUNITIES AND PROJECTS

1. Design a plan for a range of volunteer opportunities for members
2. Establish a team of NACPM members to organize Congressional support for NACPM's federal legislative priorities
3. Solicit input from NACPM Chapters to build additional advocacy tools for NACPM's Legislation and Advocacy Toolkit

PROVIDE NACPM MEMBERS WITH HIGH-QUALITY PROFESSIONAL DEVELOPMENT OPPORTUNITIES

1. Add an Education and Workforce webinar series to NACPM's current offerings
2. Provide at least monthly professional development webinars to the community
3. Ensure that webinars are offered annually in each of NACPM's webinar series
4. When feasible, coordinate topics of NACPM's webinars with topics for Chapter Collaboration calls
5. Engage NACPM Chapters in identifying topics for professional development

PROVIDE EVIDENCE-BASED CLINICAL GUIDANCE TO MEMBERS THROUGH AN NACPM PRACTICE COMMITTEE

1. Implement the Practice Committee Workgroup proposal to establish an NACPM Practice Committee
2. Secure and provide support to project lead
3. Secure appropriate funds to support the project

PROVIDE VALUE TO CPMS AND SUPPORT TO MEAC BY DEVELOPING A SET OF CPM-SPECIFIC COMPETENCIES

1. Consult with current project lead to restructure this project based on lessons learned to date
2. Secure and provide support to project lead
3. Secure appropriate funds to support the project

BUILD ON CURRENT MEMBER BENEFITS AND COMMUNICATE THESE TO MEMBERS EFFECTIVELY

1. Conduct a review of current member benefits
2. Research opportunities for additional member benefits
3. Design a plan for effective and consistent communication with members about benefits

02

Increase Access to Quality Perinatal Care: Public Policy and Workforce Development



COMMITMENTS UNDERPINNING THIS DOMAIN

- Safeguard the right to normal physiologic birth for every childbearing person
- Ensure that midwives are the primary birth care providers in the U.S.
- Invest in a strong, racially, ethnically and socially representative CPM workforce to meet the needs of childbearing people
- Support excellence and innovation in midwifery education
- Establish licensure and equitable reimbursement for CPMs in all U.S. jurisdictions
- Advocate for CPMs to the public, state and federal legislators and health policy makers

- Secure a place in the perinatal care system for the unique and valuable services of CPMs
- Eliminate unconscionable disparities in birth outcomes for people of color, Indigenous people, and their infants

SUPPORT LICENSURE OF CPMS IN ALL 50 STATES, TERRITORIES & WASHINGTON, DC

1. Provide tools, strategy development and technical support to NACPM Chapters and all jurisdictions for developing CPM legislation and regulation

INCLUDE CPMS IN THE SOCIAL SECURITY ACT/FEDERAL MEDICAID

1. Secure reliable opinion regarding implications of NACPM's current federal legislative strategy on midwives in states where state Medicaid plans now reimburse midwives
2. Engage with these states regarding implications of federal strategy on their circumstances
3. Explore options for an Indigenous exemption in federal legislation to include CPMs in federal Medicaid
4. Secure federal lobbyist support to secure passage of NACPM's amendment to the Social Security Act
5. Engage a health policy firm to evaluate opportunities for CPM inclusion in additional federal programs pursuant to passage of CPM inclusion in the Social Security Act
6. Build awareness of the value of CPM care and identify opportunities to advance the CPM profession by engaging with appropriate federal agencies

SECURE FEDERAL FUNDING FOR CPM EDUCATION TO GROW THE MIDWIFERY WORKFORCE

1. Secure passage of H.R. 3849, the Midwives for Maximizing Optimal Maternal Outcomes (MOMS) Act of 2019 to establish new funding programs for midwifery education within the Public Health Service Act
2. Engage members in strengthening NACPM's Congressional outreach plan
3. Hire federal lobbyist to assist NACPM in securing federal funding for CPM education
4. Provide technical support to MEAC schools to apply for federal grants for midwifery education as they become available
5. Build the scope and capacity of the Bigger Table Fund initiative that currently provides scholarships to students from communities of color and indigenous and LGBTQIA2S+ communities.
 - Provide technical training and assistance to support schools to apply and use federal grants
 - Build a shared strategy for the future direction of the profession and what is most needed for the profession to fulfill its purpose

BUILD SUPPORT FOR CPM INCLUSION IN TEAM CARE DELIVERY AND PAYMENT MODELS AND INNOVATIONS

1. Explore and develop short and long-term strategies to raise awareness of value of including CPMs in care delivery systems
2. Revisit and explore opportunities regarding Towers-Watson proposal for approaching health systems about CPM inclusion
3. Maintain National Quality Forum membership and increase participation

ESTABLISH AN NACPM EDUCATION AND WORKFORCE TEAM

1. Organize this new priority team to hold accountability for growing and preparing a CPM workforce ready to meet the evolving and urgent needs of the childbearing population
2. Conduct a CPM Workforce Analysis to support workforce planning
3. Work with midwifery-related organizations to expand midwifery education opportunities
4. Continue support for the NACPM-led 2020 Educators Convening Planning Task Force to host a 2021 Educators Convening to maximize opportunity of federal funding to grow the workforce, including to:
 - Provide technical training and assistance to support schools to apply and use federal grants
 - Build a shared strategy for the future direction of the profession and what is most needed for the profession to fulfill its purpose

03

Develop and Ensure Organizational Strength, Effectiveness and Capacity



COMMITMENTS UNDERPINNING THIS DOMAIN

- Secure the resources and expertise to accomplish the goals of the organization
- Build NACPM staff
- Strengthen internal infrastructure
- Ensure sound financial practices
- Establish NACPM as a reliable, primary source of information about midwifery in the U.S., for members, stakeholders and the public

INCREASE FUNDING AND RESOURCES TO SUPPORT NACPM'S FUNCTIONS AND PROGRAMS BY STRENGTHENING FUNDRAISING STRATEGIES AND PROCEDURES

1. Steward current major donors
2. Cultivate and steward new major donors

3. Continue foundation outreach through NACPM Grant Writing Project
4. Assess feasibility of forming an NACPM foundation
5. Track and support donors through NACPM's donor database program, Little Green Light

STRATEGICALLY GROW THE NACPM BUDGET TO ACHIEVE THE VISION AND PURPOSE OF THE ORGANIZATION

1. Create budget projections for 2020-2023 to achieve the goals of each domain of the strategic plan
2. Align fundraising planning with budget projections

GROW NACPM STAFF WITH A CENTRAL FOCUS OF LONG-TERM EFFECTIVENESS AND SUSTAINABILITY OF THE ORGANIZATION

1. Develop short and long-term NACPM staffing strategy including goals, timeline, steps to implementation, and benchmarks
2. Ensure that staff have the resources to perform their roles effectively in a culture of wellness

CONTINUOUSLY PLAN FOR BOARD OF DIRECTORS SUCCESSION AND RECRUITMENT

1. Maintain currency of Board succession planning document
2. Continuously recruit new leadership interest in serving on the NACPM board, following the plan for identifying and recruiting new members
3. Continuously update and improve on-boarding processes, consulting especially with recent new members of the board

STRENGTHEN ORGANIZATIONAL FINANCIAL POLICIES AND PRACTICES

1. Review and revise and update financial Policies and Procedures
2. Ensure organizational adherence to financial policies
3. Align financial projections with strategic plan

DEVELOP A COMPREHENSIVE SET OF POLICIES AND PROCEDURES FOR NACPM

1. Review existing policies and procedures and identify gaps
2. Create new policies and procedures as needed to achieve goal

ENGAGE VOLUNTEERS AND INTERNS TO SUPPORT EXISTING STAFF AND THEIR WORK

1. Explore and describe position descriptions for NACPM volunteer opportunities
2. Establish policies and procedures for engaging volunteers
3. Identify and engage interns to work with staff, including possibilities for academic credit

INCREASE THE VISIBILITY AND STRENGTHEN THE POSITION OF CPMS IN WASHINGTON, D.C.

4. Explore options and implications of an NACPM office in Washington, DC
5. Increase opportunities for CPM presence at key national meetings and functions
6. Grow options for collaboration with related professions with established Washington, DC presence

PROVIDE EFFECTIVE COMMUNICATIONS TO MEMBERS, STAKEHOLDERS AND THE PUBLIC THAT WILL ADVANCE NACPM'S MISSION AND PURPOSE

1. Build on current communications strategy for members, stakeholders and the public, including reviewing and updating key messages

2. Prepare NACPM board members to be ambassadors for NACPM’s mission and purpose
3. Redesign website and plan for ease of member use
4. Ensure website meets the strategic needs of the organization
5. Strengthen the brand of the CPM credential
6. Further develop a strategy for social media and online presence strategy
7. Continue to conduct NACPM’s virtual annual member meetings, including opportunities for member engagement
8. Build on NACPM’s professional development program, including the NACPM webinar series
9. Provide content-rich newsletters, policy briefs and advocacy tools for members

ENSURE FULFILLMENT ON NACPM’S COMMITMENTS TO EQUITY

1. Explore opportunities for supporting and growing the work of the Equity Team, including inter-organization collaborations
2. Apply NACPM Equity Impact Assessment Tool to key initiatives
3. Pursue ongoing equity-based opportunities for leadership development for staff, board members and chapter leaders

CONDUCT REGULAR REVIEWS OF THE NACPM STRATEGIC PLAN TO ASSESS PROGRESS

1. Ensure that team level work plans are in alignment with NACPM strategic plan to ensure progress on strategic goals
2. Ensure that staff work plans are in alignment with NACPM strategic plan
3. Assess progress on achieving the strategic

goals quarterly and annually

4. Update strategic plan annually as needed following annual review

04

Collaborate to Build Equity, Influence, Strength and Unity



COMMITMENTS UNDERPINNING THIS DOMAIN

- Unify and strengthen midwifery through partnerships with midwives, consumers and other stakeholders
- Develop and maintain strong relationships and partnerships with individuals and organizations that enhance our reputation, service delivery and reach; that strengthen our finances; and that bridge gaps in our operational or strategic effectiveness
- Ensure safe, high-quality, respectful care for all childbearing people that locates power over the birth experience with the person giving birth

STRENGTHEN RELATIONSHIPS WITH PERINATAL ORGANIZATIONS AND KEY COMMUNITY LEADERS

1. Continue participation in the US MERA collaboration steering committee
2. Continue participation in the Congressional Maternal Health Caucus stakeholder group
3. Develop strategic relationships with members of the Congressional Maternal Health Caucus stakeholder group, the Congressional Black Maternal Health Caucus, and the Congressional Tri-Caucus
4. Foster/initiate relationships with reproductive justice organizations
5. Develop strategic relationships with members

of the Congressional Maternal Health Caucus stakeholder group and The Congressional Black Maternal Health Caucus

FURTHER DEVELOP RELATIONSHIPS WITH CONSUMER ORGANIZATIONS

1. Engage directly with families via website and social media
2. Foster relationship with Childbirth Connection
3. Engage with the Patient-Centered Outcomes Research Institute
4. Co-host webinars with and otherwise support Citizens for Midwifery

STRENGTHEN NACPM'S COMMITMENT TO EQUITY AND TO THE EQUITY TEAM

1. Explore inter-organization collaboration opportunities
2. Develop research and frameworks for equity projects
3. Explore gender-based equity training and initiatives in alignment with NACPM commitments
4. Research and build a framework for expansion of the Bigger Table Fund initiative, including best practices for micro grants and loan

GROW OPPORTUNITIES, INCLUDING WITH MEMBERS, FOR MORE ACTIVE PARTICIPATION AS A MEMBER ORGANIZATION OF THE INTERNATIONAL CONFEDERATION OF MIDWIVES (ICM)

1. Send Council Delegates and Observers to the ICM international Congress in 2020 and 2023
2. Send NACPM representation to the Americas Regional ICM Conferences
3. Present at International and Americas Congress/Conferences
4. Explore NACPM Board and member participation in ICM committee work

BUILD AND STRENGTHEN RELATIONSHIPS WITH RELATED MIDWIFERY ORGANIZATIONS AND AGENCIES TO ADVANCE MIDWIFERY IN THE U.S.

1. Explore options for collaboration with NARM on issues related to the CPM credential
2. Explore options to collaborate with MEAC and the MEAC-accredited schools
3. Collaborate with the American Association of Birth Centers to support and grow the birth center model of care

CONTINUE TO BUILD AND STRENGTHEN RELATIONSHIPS WITH THE AMERICAN COLLEGE OF NURSE-MIDWIVES (ACNM) LEADERSHIP AND STAFF

1. Continue NACPM representation at ACNM national Annual Meetings
2. Explore annual NACPM presentation to ACNM Board
3. Support the development NACPM State Chapter/ACNM Affiliate state relationships
4. Build on collaborations to support federal policy initiatives of mutual interest

STRENGTHEN RELATIONSHIPS WITH THE AMERICAN COLLEGE OF OBSTETRICIANS AND GYNECOLOGISTS (ACOG) LEADERSHIP AND STATE AND NATIONAL GOVERNMENTAL AFFAIRS STAFF

1. Meet and establish relationship with new ACOG CEO
2. Foster and leverage national staff relationships for support for Chapter legislation and regulation
3. Foster and leverage national staff relationships to secure NACPM's federal goals
4. Explore NACPM participation in national and regional ACOG conferences and meetings