



# **EUROPEAN SOCIETY FOR PAEDIATRIC INFECTIOUS DISEASES**

## **STRATEGIC PLAN**

**2010 – 2015**

(approved by the Board on August 20, 2010)

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## **I - EXECUTIVE SUMMARY**

Considering today's environment and tomorrow's challenges in the field of paediatric infectious diseases, the leaders of the European Society for Paediatric Infectious Diseases (ESPID) have decided to design a strategy with the aim of ensuring a prosperous development of the Society while taking an active role in the fields of education, training, and research.

In February 2010, the ESPID Board decided to initiate a Strategy Meeting and invited a core group of active ESPID members to Zürich, Switzerland for two full days. The aim was to discuss and define specific objectives ("goals") to achieve by 2015, articulate strategies, and turn them into action points and innovative outcomes that will bring added value to ESPID members and ensure continuity as well as growth of the Society in the upcoming years. During the strategy planning process, the ESPID mission, vision and objectives were revised and current ESPID activities reviewed. The progress (achievements/failures) over the past five years was examined, most crucial issues and challenges identified and an action plan developed. The methodology used in order to develop this strategic plan included group works, SWOT (strengths, weaknesses, opportunities, and threats) analysis, discussions, identification of final goals and final agreement between all involved parties. The strategy meeting was followed by an intensive work of all involved parties, a series of conference calls, board meetings and intensive communication. Upon identification of final goals, initiatives were decided as well as the groups responsible for each one of them. Finally, the **ESPID Strategy Plan 2010-2015** hereby presented was approved by the ESPID Board.

### Summary of Goals:

#### **I. Society**

*GOAL #1* – To increase the visibility of ESPID in Europe and beyond, including wider application of new communication technologies.

*GOAL #2* – To reach more ESPID members contributing to the society's activities and further development.

#### **II. ESPID Annual Meeting**

*GOAL #3* – To enhance the content and structure of ESPID Annual Meetings in order to strengthen even further its position in the PID field worldwide.

*GOAL #4* – To initiate cooperation with key Non Governmental Organizations (NGO) in order to involve them in ESPID meetings and other ESPID activities.

### **III. Education**

*GOAL #5* – To create “ESPIDIA”, an interactive website, in order to concentrate educational material available at ESPID and have it accessible to and updated by a large number of PID specialists.

*GOAL #6* – To set up and promote ESPID Diploma in order to disseminate ESPID high level educational activities among young PID specialists in a more structured way.

*GOAL #7* – To establish an ESPID Summer School.

*GOAL #8* – To set up a quality control programme in order to evaluate the existing educational activities.

### **IV. Research**

*GOAL #9* – To establish ESPID cooperative research in the field of PID in order to strengthen the position of the society.

### **V. Clinical/Training**

*GOAL #10* – To ensure the existence of PID specialists in every medium size paediatric medical center in Europe.

*GOAL #11* – To develop and publish position papers on PID issues in order to make the ESPID view on selected topics of interest widely known, to stimulate discussions, and to improve child health care.

The implementation of the Strategy Plan will be regularly monitored by the ESPID Board and progress reported to members during the Annual General Meetings of the Society as well as through its website.

I would very much like to thank all parties engaged in the process - including all involved ESPID members, members of the Board, and the ESPID Administrative Office - for their enthusiasm, time and involvement.

Ulrich Heiningger  
ESPID President

## II - AUTHORISATION

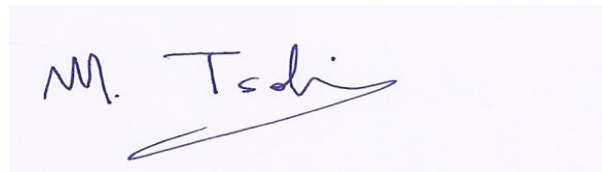
The present Strategy Plan has been reviewed, approved and accepted for further implementation by the ESPID Board.

Date and place:  
Basel, August 20, 2010



**Ulrich Heininger**  
ESPID President

Date and place:  
Athens, August 20, 2010



**Maria Tsolia**  
ESPID Secretary

### **III - ORGANISATIONAL DESCRIPTION**

#### **ABOUT ESPID**

The European Society for Paediatric Infectious Diseases (ESPID) was founded in 1983 and is registered in Munich, Germany. The Society's aim is to promote the exchange of information among people who have special experience in Paediatric Infectious Diseases (PID) and to support research and training in the field of PID.

ESPID started as a small society uniting leading European specialists in PID and over the years has grown into a large and respected Society which is known not only in Europe but also in other parts of the world. Today, in spring 2010, ESPID counts about 900 members from more than 75 countries worldwide. ESPID holds annual scientific meetings together with the ESPID Foundation in different European locations, chosen by the ESPID board through a bid process. ESPID offers to its members The Paediatric Infectious Disease Journal, a joint publication with The Paediatric Infectious Disease Society of America (PIDS).

#### **ESPID MISSION**

To promote Excellence in Paediatric Infectious Diseases and Child Health

#### **ESPID VISION**

To be the leader in the field of Paediatric Infectious Diseases

#### **ESPID OBJECTIVES**

In the field of PID:

- organize regular scientific meetings
- form international study groups and networks
- collaborate with other professional societies in the field of infectious diseases and/or paediatrics
- support the formation and function of independent units (e.g. sections, departments, divisions) in paediatric medical care in order to encourage progress in the field of infectious diseases in childhood
- support training and further education in the field of paediatric infectious diseases
- support further development of clinical care in paediatric infectious diseases
- support clinical (patient-related), translational, and basic research in the field of paediatric infectious diseases
- carry out co-operative studies in Europe in the field of epidemiology, prevention, diagnosis and treatment of infections in children and adolescents
- provide fellowship, travel and other awards
- foster official publications of scientific materials

## **CURRENT ESPID ACTIVITIES**

- ESPID Annual Meeting – a scientific congress that is held yearly in different European countries on a rotating basis
- Walter Marget Workshop - each year ESPID sponsors an educational workshop for selected PID trainees during the Annual Meeting. The goals are: to discuss, in detail, management of infectious diseases in children, to provide tools to cope with problems in paediatric infectious diseases, to present updated knowledge on paediatric infectious disease issues and to provide guidance for dealing with the problems under discussion.
- Research Masterclass – ESPID organizes and sponsors a one day seminar for PID research groups in Europe in association with the ESPID Annual Meeting. The primary aim is to provide better opportunities for young researchers to present their studies and discuss their research with other junior colleagues as well as with European research group leaders.
- Case Rounds - ESPID organizes and sponsors internet based, interactive Case Rounds through the ESPID website. A Tutor provides a PID case and manages online discussions over one week with a final take-home message.
- “Hot Topics in Infection and Immunity in Children” course organized by Oxford University, UK and supported by ESPID.
- Tr@inforPedHIV - ESPID supports the Paediatric European Network for Treatment of AIDS (PENTA) training program for healthcare workers caring for HIV-infected children in Europe and developing countries.
- Advanced Course in Vaccinology (ADVAC) organized by Fondation Mérieux and supported by ESPID.
- Postgraduate Diploma in PID organized by the University of Oxford and co-sponsored by ESPID - this 2 year part-time course is being designed to provide comprehensive, in-depth training and excellence in paediatric infectious diseases in Europe and is supported by ESPID.
- ESPID Annual Meeting Travel Award - Each year ESPID makes a number of awards towards the cost of travel to and registration fees for the Annual Meeting.
- General Travel Award - Quarterly, ESPID makes a number of awards to members towards the cost of travel, accommodation and registration fees for scientific meetings.
- Small Grant Award - The intention of this award scheme is to make small pump priming grants to ESPID members to support research work designed to produce pilot data for further external funding.
- Training Course and Workshop Award – Quarterly, ESPID funds local training courses and workshops in PID.
- Young Investigator Award - ESPID offers this award to an outstanding young investigator in the field of paediatric infectious diseases.
- Fellowship Awards – Every year ESPID offers three new Two-year Fellowship Awards (1 sponsored by Wyeth/Pfizer and 2 sponsored by ESPID) in order to stimulate basic or clinical research that utilizes advanced techniques and methods to improve the health of children by prevention or management of infectious diseases.
- Collaborative Research Meeting Scheme – ESPID funds meetings to discuss development of European collaborative research projects in PID.
- ESPID funding scheme for post-graduate teaching visits to resource-poor countries - ESPID provides encouragement and support to ESPID members wishing to devote time to PID teaching and training activities in resource poor countries.
- ESPID organizes symposia by invitation at other international congresses.

## **IV – GOALS AND STRATEGIES**

### **SOCIETY**

*GOAL #1* – To increase the visibility of ESPID in Europe and beyond, including wider application of new communication technologies.

Strategies:

- Create ESPID branded slides to be used as templates for presentations during ESPID symposia at various international meetings
- Conduct press conferences after each Annual Meeting
- Create a page dedicated to ESPID in Wikipedia
- Set up a new group, “Young ESPID”, to develop modern communication strategies and attract young members
- Review, update and restructure the ESPID website
- Create a new Society leaflet with additional information on research and education support

*GOAL #2* – To reach more ESPID members contributing to the society’s activities and further development.

Strategies:

- Implement a “Youth strategy” – to involve younger members of the society to run its daily activities.
- Review and extend the definition of a “good standing” ESPID member (add requirements for participation in AGM; elections, etc.).
- Define minimum training requirements for PID knowledge competency (basic PID training module) to stimulate higher participation in ESPID run educational activities.

### **ESPID ANNUAL MEETING**

*GOALS #3* – To enhance the content and structure of ESPID Annual meetings in order to strengthen further its position in the PID field worldwide.

Strategies:

- The ESPID board will ensure that the Local Organizing/Scientific Committee is supported by an International Scientific Committee which will consist of 2 appointed Board and 6-8 other international ESPID members.
- Develop ESPID guidelines and standards in detail concerning the scientific program and social events during the Annual Meeting.

*GOAL #4* – To initiate cooperation with key NGOs in order to involve them in ESPID meetings and other ESPID activities.

Strategies:

- Identify key NGO’s (e.g. PATH, WHO, ECDC etc.) and establish a contact with them.



- Identify common areas of interest and set up plan of actions for mutual cooperation.

## **EDUCATION**

*GOAL #5* – To create “ESPIDIA”, an interactive website, in order to concentrate educational material available at ESPID and have it accessible to and updated by a large number of PID specialists.

Strategies:

- Involve professional competitive agency for website creation.
- Appoint individuals who will be responsible for site renewals, selection of topics for educational activities and a regular update of these activities.
- Set up guidelines for members/non-members access and usage.

*GOAL #6* – To set up and promote ESPID Diploma in order to disseminate ESPID high level educational activities among young PID specialists in a more structured way.

Strategies:

- Determine the major ESPID educational activities to become modules of ESPID Diploma.
- Obtain CME credits for these modules.
- Create and implement a detailed promotional plan to attract young specialists with reinforced focus on developing countries.

*GOAL #7* – To establish an ESPID "Summer School".

Strategies:

- Outline and put in place the concept of a "Summer School" (duration, timing, evaluation criteria, admission criteria, budget etc.).
- Promote within and outside of ESPID membership.

*GOAL #8* – To set up a quality control programme in order to evaluate the existing educational activities.

Strategies:

- Determine the major parameters for evaluation.
- Set up a regular evaluation schedule.

## **RESEARCH**

*GOAL #9* – To establish ESPID cooperative research in the field of PID in order to strengthen the position of the society.

Strategies:

- Establish an ESPID Research Committee to coordinate all the activities in this area.
- Identify and support the existing scientific networks within ESPID.
- Develop a plan on how to initiate new networks within ESPID via identification of ESPID members with common interests.

- Establish partnerships with major existing European research networks (e.g. PENTA, PENTi, GRIP etc) and European governmental bodies in the field of PID.
- Prepare “evidence-based” reviews to determine the research priorities.
- Provide proposals for ESPID studies to the Board.

### **CLINICAL/TRAINING**

*GOAL #10* – To ensure the existence of PID specialists in every medium size paediatric medical center in Europe.

Strategies:

- Rename existing Training Committee into Committee for Clinical Affairs.
- Undertake an inventory of current PID service positions in Europe, in collaboration with ESPID members defining their current job plans. Publish the results on the ESPID website.
- Undertake a Model of Care for a “European PID specialist service” and define the clinical role and the expertise of a PID specialist based on the existing ESPID training documents (i.e. answer the question “What does a PID specialist do?”).
- Develop a plan on how to undertake a review to determine the evidence base of any added value of PID consultation in European Children’s Hospital based practice and the potential for cost savings related to health care associated infection (HCAI) prevention and antimicrobial prescribing.
- Undertake a review to determine the evidence base of any added value of PID consultation in European Children’s Hospital based practice and the potential for cost savings related to health care associated infection (HCAI) prevention and antimicrobial prescribing.
- Develop a communication plan.
- Approach political decision makers to demonstrate/convince them of the importance of having PID specialist service.

*GOAL #11* – To develop and publish position papers on PID issues in order to make the ESPID view on selected topics of interest widely known, to stimulate discussions, and to improve child healthcare.

Strategies:

- Identify a topic for one position paper per year – usually by means of an evidence-based review of a topic of importance to PID in Europe.
- Hold a competitive bidding process to create the position paper among the existing networks.

## APPENDICES

### A. Description of Strategic Planning Process Used

In November 2009, the ESPID Board decided to react to the many changes that had occurred over the past five years: the Society and its Annual Meeting have grown rapidly, new initiatives and opportunities have emerged and the technological world has moved forward very rapidly. Therefore the Board acknowledged that for the further successful development of the Society it was necessary to engage in a strategic planning process. The goal was to clearly define objectives and assess both the internal and external situation to formulate a strategy for the coming five years.

A group of leading ESPID members was convoked by the ESPID board to take part in this strategic planning meeting. An agenda was sent out where the main purpose of the meeting was stated along with all the process steps. The meeting took place in Zurich, Switzerland, on February 22-23, 2010 and the following ESPID members participated in it:

1. Ulrich Heininger (Basel, Switzerland, Facilitator)
2. Maria Tsolia (Athens, Greece, Facilitator)
3. Christoph Aebi (Bern, Switzerland)
4. Shai Ashkenazi (Petah Tikva, Israel)
5. Andrew Cant (Newcastle, UK)
6. Robert Cohen (Paris, France)
7. Ron Dagan (Beer-Sheba, Israel)
8. Susanna Esposito (Milan, Italy)
9. Carlo Giaquinto (Padova, Italy)
10. Ronald De Groot (Nijmegen, the Netherlands)
11. Phillip Henneke (Freiburg, Germany)
12. Jussi Mertsola (Turku, Finland)
13. Andrew Pollard (Oxford, UK)
14. Urs Schaad (Basel, Switzerland)
15. Fabian Schumacher (Brescia, Italy)
16. Mike Sharland (London, UK)
17. George Syrogiannopoulos (Larissa, Greece)
18. Vytas Usonis (Vilnius, Lithuania)
19. Anne Vergison (Brussels, Belgium)

and Inga Feller-Devaud (ESPID Secretariat, KENES, Geneva, Switzerland)

During the strategic planning meeting the participants reviewed what ESPID is as an organisation and in which environment it operates. They examined the progress (achievements/failures) over the past five years. The most crucial issues and challenges were identified and an action plan was suggested. The participants followed the standard strategic planning methodology, which included group works, SWOT analysis, presentations and discussions. The final goals which form the basis of the current strategy plan were identified during the voting process among the participants and received the top scores.

The strategy meeting was followed by an intensive work of all involved parties, series of conference calls, board meetings and intensive communication. Upon identification of final goals, initiatives were decided as well as the groups responsible for each one of them. The Strategy Plan document was shared for comments with all involved individuals, finalized and finally approved by the ESPID Board. The **ESPID Strategy Plan 2010-2015** is now presented to all ESPID members via the society's website and announcement to all members by e-mail.

We are now entering the implementation stage, carried out by the parties responsible for each part of the plan. During this stage regular evaluations of the progress in a form of reporting to the Board and ultimately to the ESPID members during Annual General Meetings will take place in order to ensure that the society is on track with the initial strategic decisions and make adjustments as necessary.

## **B. Strategic Analysis Data (External/Internal)**

### **STEP 1: ESPID MISSION AND OBJECTIVES OVERVIEW**

An organization's mission is its reason for being, its purpose, or its social justification for existing.

#### **ESPID aims**

- Training
- Establishment of training centers
- Establishment of sub-specialties accreditation
- Establish PID as a sub-specialty in Europe
- Research activities
- Bring leaders of training centers together
- Cooperative studies & networks

#### **ESPID key stakeholders**

- ESPID members
- Patients and parents
- PID specialists
- Pharmaceutical Industry
- Non Governmental Organizations (NGO's)
- Kenes
- National PID societies
- Regulatory authorities
- Other scientific professional societies

#### **Philosophy/ culture of ESPID**

- "Family"
- "Collegiate"
- Transparency
- Non-profit
- Innovation
- Leadership
- Independence

#### **What makes ESPID unique?**

- 1<sup>st</sup> PID society in Europe
- Internationality
- Size
- Opinion leaders
- Part of the core part of Paediatrics
- Mission affects all children
- Financial resources
- Collaboration & networking
- Annual General Meeting
- Funding opportunities for members

## **STEP 2: "BACK TO THE FUTURE"**

The organization's past is a source of much information about what has been effective and what has not.

### **Opportunities which were successfully used in the past by ESPID**

- New research networks

### **Opportunities which were unsuccessfully used in the past by ESPID**

- Internet / website
- Collaborative grants
- National training programmes

### **Threats successfully tackled by ESPID in the past**

- Dependence on companies (industry) and Kenes
- Industry support may drop
- Lack of clear priorities in spending projects

### **Strengths ESPID successfully used in the past**

- ESPID Annual Meetings (source of income to support various activities)
- Some very active members (education, training and research)

### **Strengths ESPID unsuccessfully used in the past**

- Some PID experts/leaders are not members of ESPID; they could be recruited and or existing ESPID members could become more active core members

### **Weaknesses ESPID failed to successfully tackle in the past**

- ESPID Training Syllabus
- Not too many active members
- PR & press contacts are almost non-existent / no concept of how to interact with the Media
- Long standing (loyal) members
- ESPID guidelines
- Lack of follow-up of Awards

### Strengths

Item	Number of votes
<b>Good meeting:</b> <ul style="list-style-type: none"> <li>- <b>Geographical rotation</b></li> <li>- <b>Quality of proposals</b></li> <li>- <b>Variety of activities</b></li> </ul>	<b>7</b>
<b>Excellent social programme</b>	<b>9</b>
Growing members	1
Research Masterclass	1
International Research ( Antibiotic studies with E.U)	1
Reputation in general	1
Support of Young (investigator, research, trainee)	1
Very good training / education (Oxford, Walter Marget workshop, Penta course, Diploma courses)	0
Good core people	0
Supporting Young trainees	0
Access to different audiences (PID, Paediatric, Academic)	0
High professional level (events, training, research)	0

### Weaknesses

Item	Number of votes
<b>Visibility:</b> <ul style="list-style-type: none"> <li>- <b>No media profile</b></li> <li>- <b>No contract with WHO or ECDC</b></li> <li>- <b>No communication with politicians</b></li> <li>- <b>No communication with stakeholders</b></li> </ul>	<b>9</b>
<b>Dependence on Industry</b>	<b>8</b>
<b>Quality control:</b> <ul style="list-style-type: none"> <li>- <b>Awards, fellowships</b></li> <li>- <b>National meetings with ESPID support</b></li> <li>- <b>Communicate scientific programme /education</b></li> </ul>	<b>5</b>

Not officially recognized PID in many countries	3
Website	2
Low participation in the activities (awards, organization of activities, AGM, elections)	2
Research coordination (limited)	1
Transparency – Kenes (financial)	0
Dilution of membership (small core or practicing members)	0
Quality of Annual Meeting (programme & format)	0
No professional / practical guidelines	0

### Opportunities

Item	Number of votes
<b>European exams / boards *</b> ( *accreditation of specialists and/or in PID centers)	<b>7</b>
<b>“Third World” (education / training)</b>	<b>6</b>
<b>Funding (WHO, Bill Gates foundation, E.U etc.) and new markets (funding from Diagnostic &amp; Antibiotics &amp; membership ) &gt; use of a professional Manager</b>	<b>5</b>
Some countries have few members > target them	4
Networking (also with other societies) & collaboration	3
New technologies – learning / education	2
Emerging infection: ESPID position as “pole”	1
Collaboration with National PID societies	1
Antibiotic studies / networks: - Funding infrastructure - Leading Research in PID for E.U	0
Growing society	0
PID is interesting to most Paediatricians	0
CME credits	



### Threats

Item	Number of votes
<b>No recognition of PID in many countries</b>	<b>10</b>
<b>Industry not allowed to sponsor</b>	<b>6</b>
<b>European Academy of Paediatrics (EAP) takes opinion leader position</b>	<b>4</b>
<b>Too few PID/ PI training centers</b>	<b>4</b>
Clinical microbiology competing with ESPID	2
Over run by General Paediatrics	2
Less funding (competition of meetings > EAP)	1
Legal & ethnical issues in guidelines	0
Conflict of interest between industry and reliance on industry	0
Reliance on Kenes – potential conflict of interest	0
Lack of funding PID / too much work	0
Other society meeting competition via ECCMD	0
Too much focus on Western Europe	0
Overtaken by technological advances	0
The name ESPID is not protected	0

### STEP 3: ENVISIONING THE FUTURE (VISION OF SUCCESS)

Item	Number of votes
<b>International Programme Committee</b>	<b>10</b>
<b>Seek other sources of funding (not only vaccine and industry)</b>	<b>8</b>
<b>Better use of technology (internet, tools) for communication and advertising of ESPID &amp; improve website</b>	<b>7</b>
<b>Summer school – monothematic meetings?</b>	<b>7</b>
<b>Professional Board Manager</b>	<b>7</b>
More visibility of ESPID in medical & lay press	4
Collaboration with PIDSA	4
International health	4
E-posters : less poster pies	2
Post-ESPID research seminars	3
Professional advice for ESPID money investment	0
Use the infrastructure of Neomeno and expand for other proposals	0

### Top 6 ideas from group work

- ESPIDIA
- 1 PID specialist for every Paediatric hospital over 50 beds
- Better use of technology for communication
- Other sources of funding
- Summer school
- International Programme Committee

### STEP 4: SWOT ANALYSIS

"SWOT" stands for Strengths, Weaknesses, Opportunities, and Threats. This is a key part of strategic planning because it examines the organization itself and the external and future environment of the organization.

**Internal strengths** are resources or capabilities that help an organization accomplish its mandates or mission.

**Internal weaknesses** are deficiencies in resources and capabilities that hinder an organization's ability to accomplish its mandate or mission.

**External opportunities** are outside factors or situations that can affect your organization in a favorable way.

**External threats** are outside factors or situations that can affect your organization in a negative way

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> <li>• Good meeting; geographic rotation, quality proposals, number &amp; variety of activities</li> <li>• Very good training/ education (Oxford, Walter Marget workshop, Diploma courses)</li> <li>• Support of young (Investigators, Researchers &amp; Trainees)</li> </ul>	<ul style="list-style-type: none"> <li>• Depending on industry</li> <li>• ESPID has no media profile/ no role in society/ does not communicate well</li> <li>• Quality control on Awards, Fellowships, national meetings with ESPID support</li> <li>• Pre-Congress Symposia, communicate on Scientific Programme/ Education</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Some countries have few members &gt; target them</li> <li>• Third World (good opportunities for education / training)</li> <li>• Funding (WHO, Bill Gates, E.U)</li> </ul>	<ul style="list-style-type: none"> <li>• No recognition of PID in every country</li> <li>• Industry not allowed to sponsor</li> <li>• EAP takes opinion leadership</li> <li>• Too few PID training centers / PID</li> </ul>

### **STEP 5: PLANNING THEMES (Goals)**

At this point in the planning process, the team synthesized information from its earlier steps in planning (Steps 2, 3 and 4) and combined it with the themes (goals) identified during Step 1. This forms the basis for developing specific steps and tasks to implement the plan.

**The following Steps 6-10 were used during the development and will be used during the implementation of the current ESPID Strategy Plan:**

### **STEP 6: SETTING OUT THE OBJECTIVES AND TIME FRAME**

What emerged from this stage of discussion was a set of goals (the themes) and objectives (the steps or components within each theme). Stating the objectives in action-oriented, time-delimited terms is very important. Organizations need to be able to measure their successes (and understand their failures) and state clearly what is to be done, by when, and by whom. This is, therefore, a very important component of the plan.

### **STEP 7: WRITING THE PLAN**

The final plan outlines:

- The organization's mission.
- The organization's mandates and its stakeholders
- A summary of the SWOT analysis
- Vision of success. Key items identified during "envisioning the future" exercise.
- Strategic issues, goals, and objectives. This section is the meat of the plan because within it there is a listing of each planning theme (now identified as a strategic issue) and the goals and objectives associated with it.
- Financial implications of the plan (to be discussed at Board meetings)
- Time line for reviewing and updating the plan (as needed)

### **STEP 8: REVIEWING AND REVISING ESPID MISSION (If necessary)**

At this later stage in the planning process, it was important to review the mission once again and to modify it to reflect the plans and ambitions of the organization. Sometimes a mission is too narrowly stated, and a strategic planning process may identify areas needing broader focus; conversely, a mission may be too vague, and it will need specifics.

### **STEP 9: ADOPTING THE PLAN**

The final plan was officially adopted by **the ESPID Board**.

### **STEP 10: CHECKING THE PROGRESS ON THE PLAN**

Once the Board has adopted the plan, it will also plan to check the progress on accomplishing the plan's goals and objectives. Such checkpoints should occur at regular board meetings, at least once a year.

### C. Operating Plan (to update goals according to changes made)

Overall goal	Project initiative	Activities	Meaning people	Timeline	Outcome evaluation
<p><u>SOCIETY</u></p> <p><b>GOAL #1</b> - To increase the visibility of ESPID in Europe and beyond, including wider application of new communication technologies</p>	ESPID Board	Create ESPID promotional slides	ESPID Secretariat to create 2-3 promotional ESPID slides	September 2010	<p>Have the slides</p> <p>Provide people who present during ESPID Symposium with the template slides + promotional slides</p> <p>After each ESPID Symposium enquire if used or not (create an xls table with listings who/where/for what)</p>
	ESPID Board	Conduct local press conferences after each Annual Meeting	Head of Local Committee (2011: Ronald de Groot, TBC)	2011	Number of press reports in local national & international media to be provided by the local organizing Committee
	ESPID Board	Create a page dedicated to ESPID in Wikipedia	ESPID Secretariat + ESPID Board	Page published in English by December 2010	Yearly hits

Overall goal	Project initiative	Activities	Meaning people	Timeline	Outcome evaluation
	ESPID Board	Set up a new group "Young ESPID" (age <40 years) to develop communication strategies: send mailshot to young members + mailshot to fellows > call for volunteers	Mike Sharland + ESPID Board	End of September 2010	Written report by March 2011
	ESPID Board	Review, update and restructure the ESPID website	Maria Tsolia, Ulrich Heining, Fabian Schumacher, ESPID Secretariat + Illuminaries	March 2011 May 2011	Restructured website ready for testing Restructured website online
		Yearly update of the society leaflet with additional information on research and education	ESPID Secretary + ESPID Secretariat 2011 edition: add mission and vision of ESPID	By March, every year	Updated leaflets available at Annual Meetings of ESPID
<b>GOAL #2</b> – To reach more ESPID members contributing to the society's activities and further development	ESPID Board	Implement "Youth strategy" – to involve younger members of the society to run its daily activities	ESPID Board + 3 youth representatives	December 2010: Identify group  By Annual Meeting 2011: proposal to have younger members involved	3 Youth Representatives identified  Document

Overall goal	Project initiative	Activities	Meaning people	Timeline	Outcome evaluation
	ESPID Board	Review and extend the definition of a “Good standing” ESPID member (add requirements for participation in AGM; elections etc.)	ESPID Board - Fabian Schumacher to draft a proposal (criteria)	November 2010 (to be presented during the next Board Meeting)  Finalized by May 2011 for AGM	Proposal (Document)  Final document
	Committee for Education	Define minimum training requirements for PID knowledge competency (basic PID training module) to stimulate higher participation in ESPID run educational activities	Chair of the Committee for Education	March 2012 (to be presented at the AGM)	Document
<p><u>ANNUAL ESPID MEETING/CONFERENCE</u>  <b>GOAL #3</b> – To excel the content and structure of ESPID Annual Meetings in order to strengthen even further its position in the PID field worldwide</p>	ESPID Board	Establish International Scientific Committee which will consist of 2 appointed Board and 6-8 international members in order to support annually changing Local Scientific Committees	Chair of Local Organising Committee + ESPID Board	2011 and following years	I International Scientific Committees established for each Annual Meeting at least 12 months in advance

Overall goal	Project initiative	Activities	Meaning people	Timeline	Outcome evaluation
	ESPID Board	Define in greater details ESPID guidelines and standards towards scientific program and social events during the meeting	Anne Vergison + ESPID Board	September 2011	Written guidelines finalised (Document)
<b>GOAL #4</b> – To initiate cooperation with key NGOs in order to involve them more closely into ESPID meetings and other ESPID activities	ESPID Board	Identify the key NGO's (PATH, WHO, ECDC etc.) and establish a contact with them	Letter by Maria Tsolia and Ulrich Heininger to Paul Henry Lambert + Ron Dagan+ Pierre Van Damme + Richard Moxon to help identify key NGO's	December 2010	At least 3 NGOs identified
	ESPID Board	Identify common areas of interest and set up plan of actions for mutual cooperation	Maria Tsolia and Ulrich Heininger; Committee members as appropriate (NGO dependent)	Ongoing activities 2011/2012	At least 1 cooperation initiated by 2013
<u>EDUCATION</u>					
<b>GOAL #5</b> – To create ESPIDIA website in order to concentrate educational material available at ESPID and have it accessible to and updated by a large number of PID specialists	Committee for Education	Identify 6 individuals (ESPID members) volunteering	Committee for Education	November 2010	6 individuals identified

Overall goal	Project initiative	Activities	Meaning people	Timeline	Outcome evaluation
	Committee for Education	Collect already existing materials, identify leaders	6 designated individuals by the Committee for Education	December 2011	Document
	ESPID Board	Involve professional competitive agency for site creation		January 2012 June 2012	Agency identified Contract signed
	Committee for Education	Appoint people who will be responsible for site renewals, selection of topics of educational activities and a regular calendar of these activities	Adam Finn + Honorary members	January 2012	Core group identified by March 2012
	ESPID Board	Set up guidelines for members/non-members access and usage	Committee for Education + ESPID Board	December 2012	Written guidelines developed ESPIDIA online during year 2013
<b>GOAL #6</b> – To set up and promote ESPID Diploma in order to disseminate ESPID high level educational activities among young PID specialists in a more structured way	Committee for Education in collaboration with the Committee for Clinical Affairs	Establish task force (5-7 individuals)	Education Committee + Committee for Clinical Affairs	December 2010	Task Force established



Overall goal	Project initiative	Activities	Meaning people	Timeline	Outcome evaluation
	Committee for Education	Determine the major ESPID educational activities to become modules of ESPID Diploma	Task force	December 2012	Document
	Committee for Education	Obtain CME credits for these modules	Task force	June 2013	CME credits obtained
	Committee for Education	Create and implement a detailed promotional plan to attract young specialists with reinforced focus on the developing countries	Task force	2013-2015	Document (Plan) by December 2013. At least 5 ESPID members have obtained ESPID Diploma by December 2015
<b>GOAL #7</b> – To establish and run ESPID summer school	Committee for Education	Outline and put in place the concept of summer school (duration, timing, evaluation criteria, admission criteria, budget etc.)	Committee for Education	June 2012	Document
	Committee for Education	Promote within and outside of ESPID membership	ESPID Board + ESPID Secretariat	December 2012	First ESPID summer school held during 2013

Overall goal	Project initiative	Activities	Meaning people	Timeline	Outcome evaluation
<b>GOAL #8</b> – To set up a quality control programme in order to evaluate the existing educational activities	ESPID Board	Determine the major parameters for evaluation	TBD during the next Board meeting in November 2010 (should be 1 or 2 responsible individuals helped by the Committee for Education)	June 2011	Document (Evaluation Form)
	ESPID Board	Set up a regular evaluation schedule (for 3 or 4 activities per year)	TBD (during the next Board meeting in November 2010)	June 2012	Schedule established (document)
<u>RESEARCH</u> <b>GOAL #9</b> – To establish ESPID cooperative research in the field of PID in order to strengthen the position of the society	Research Committee	Establish ESPID Research Committee to coordinate all the activities in this area	ESPID Board members	July 2010	Research Committee established

Overall goal	Project initiative	Activities	Meaning people	Timeline	Outcome evaluation
	Research Committee	Identify and support the existing scientific networks within ESPID	Research Committee members	November 2010	List of existing networks + proposals for support
	Research Committee	Develop a plan on how to initiate novel networks within ESPID via identification of ESPID members with common interests	Research Committee members	September 2011	Written report
	Research Committee	Establish partnerships with major existing European research networks (PENTA, PENTi, GRIP etc.) and European governmental bodies in the field of PID	Chair of Research Committee and ESPID Board	2010-2012	At least 3 partnerships by 2015
	Research Committee	Prepare “evidence based” reviews to determine the research priorities	Research Committee members	December 2012, To be revised as needed (at least every 2 years)	First review (document)
	Research Committee	Provide proposals for ESPID studies to the Board	Chair of Research Committee	Ad-hoc Once a year	Study proposals to ESPID Board once a year

Overall goal	Project initiative	Activities	Meaning people	Timeline	Outcome evaluation
<p><u>CLINICAL/TRAINING</u></p> <p><b>GOAL #10</b> – To ensure the existence of PID specialists in every medium size center in Europe</p>	ESPID Board	Rename existing Training Committee into Committee for Clinical Affairs and have it in charge of all the ESPID activities in this field	ESPID Board	July 2010	Committee renamed and committee members identified
	Committee for Clinical Affairs	Undertake an inventory of current PID service positions in Europe, in collaboration with ESPID members defining their current job plans. Publish the results on the website	Committee for Clinical Affairs  ESPID secretariat and ESPID board	September 2011  December 2011	Report of the inventory to the ESPID Board (document)  Report published on ESPID website
	Committee for Clinical Affairs	Undertake a Model of Care for a “European PID specialist service” and define the clinical role and expertise of a PID specialist based on the existing training documents (i.e. answer the question “What does a PID specialist do?”)	Committee for Clinical Affairs + Anne Vergison+ Andrew Cant	June 2013	Revised Syllabus (document)

Overall goal	Project initiative	Activities	Meaning people	Timeline	Outcome evaluation
		Draft a plan on how to undertake a review to determine the evidence base of any added value of PID consultation in European Children's Hospital based practice and the potential for cost savings related to HCAI prevention and antimicrobial prescribing	Committee for Clinical Affairs	September 2011	Plan (document)
		Undertake a review to determine the evidence base of any added value of PID consultation in European Children's Hospital based practice and the potential for cost savings related to HCAI prevention and antimicrobial prescribing	Committee for Clinical Affairs	December 2013	Review completed (document)

Overall goal	Project initiative	Activities	Meaning people	Timeline	Outcome evaluation
		Develop a communication plan	Chair of the Committee for Clinical Affairs + ESPID Board	June 2014	Communication plan
	Committee for Clinical Affairs	Approach political decision makers to demonstrate/convince them of the importance of having PID specialists service	ESPID Board + national PID societies	December 2014	Progress reports from national PID societies
<b>GOAL #11</b> - To develop and publish position papers on PID issues in order to make the ESPID view on selected topics of interest widely known and to stimulate discussions	ESPID Board	Identify topic for 1 position paper per year – usually an evidence based review of a topic of importance to PID in Europe	Research Committee + Committee for Clinical Affairs	December of each year starting in 2010 (Dec 2010, Dec 2011, Dec 2012, Dec 2013, Dec 2014, Dec 2015)	Written proposal of topics to ESPID Board
	Research Committee or Committee for Clinical Affairs	Hold a competitive bidding process among the existing networks	Research Committee or Committee for Clinical Affairs (depending on the topic)	February of each year starting in 2011 (February 2011, February 2012, February 2013, February 2014, February 2015)	At least 1 position paper finalized per year from 2012 onwards