

ACLP Strategic Plan 2022-2024

Strengthening our Impact, Growing our Community



A Message From the ACLP CEO



Dear Colleagues,

I am excited to announce the launch of our new strategic plan, designed to strengthen our impact and grow our community. Every day, more than 6,000 dedicated Certified Child Life Specialists provide services that touch the lives of thousands of children and families. Our mission at ACLP is to foster excellence in the profession through engagement in education, scientific inquiry, and innovation.

Created by members, leaders, students, staff, and members of the broader community, this plan sets the course for our profession's future and lays out five overarching strategic priority areas and goals that we will work to accomplish over the course of the next three years and beyond. It reflects the values and goals that inspire our work as we strive to be impactful, innovative, and member focused. From raising awareness of child life to optimizing pathways to the profession, this plan is dynamic to accommodate a rapidly changing healthcare environment, especially as we begin to navigate a post-pandemic world.

As a roadmap for our entire profession, the strategic plan will help guide everyone, no matter their role in child life, in planning and conducting the most consequential work, optimizing the use of our available resources, and delivering results for our most important stakeholders – the children and families you serve.

Now the work begins. It will take an intentional effort by the entire association to achieve these goals. I ask you to join us in working together to create an ACLP that is inclusive, welcomes all voices, and has diversity of thought and representation engrained in the culture.

Thank you for your continued dedication and collaboration as we further our vision of helping children and families – thousands at a time.

Alison E. Heron, MBA, CAE

Association of Child Life Professionals CEO

ACLP's Strategic Plan at a Glance

2022-2024



Mission, Vision, and Values

Our Mission:

To foster excellence in child life professionals through engagement in education, scientific inquiry, and innovation.

Our Vision:

Children and families of every race, identity, and community understand, navigate, and cope with serious life events.

Our Values:

Integrity, Equity, Inclusivity, Collaboration, and Excellence

Key Priority Areas



Communicate Value and Raise Awareness



Partnerships, Collaborations, and Connections



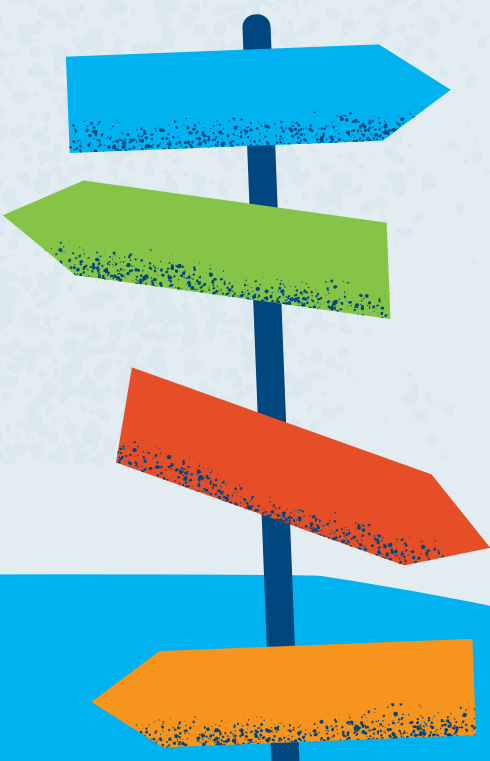
Optimizing the Pathway to the Profession



Excellence in Professional Practice



Diversity, Equity, and Inclusion



Resonating Themes



Diversity, Equity, and Inclusion



Financial Sustainability



Scientific Inquiry and Innovation

From Plan to Action

250 Days from Start to Finish

Summer 2021

June – September

- ✓ ACLP member survey data collected
- ✓ Internal & external engagement and feedback
- ✓ Research surveys
- ✓ Program Impact Matrix conducted
- ✓ Diversity, Equity, and Inclusion Summit

Fall 2021

October – November

Stakeholders meet in Scottsdale, AZ to....

- ✓ Analyze feedback
- ✓ Define ACLP's new mission, vision, core values, and DEI definitions
- ✓ Develop resonating themes
- ✓ Develop strategic priority areas
- ✓ Identify goals for priority areas

Winter 2021/22

December – February

- ✓ Strategic plan framework is reviewed by ACLP staff
- ✓ Specific tasks are created for each priority area
- ✓ Strategic plan is presented to the ACLP Board of Directors at the February board meeting
- ✓ Board of Directors unanimously approves the 2022-2024 ACLP Strategic Plan

Spring 2022

April – May

- ✓ Strategic plan is released
- ✓ Town Hall on May 4 to present the plan to the child life community and allow for Q&A

Summer 2022

June – September

- ✓ Identify short-term focus/first steps to success
- ✓ Determine metrics to measure our progress/performance
- ✓ Translate the plan for ACLP staff and ACLP committees

Who We Are and What We Do

Established as a nonprofit organization in 1982, the Association of Child Life Professionals represents trained professionals with expertise in helping children and their families overcome life's most challenging events. The association's membership is composed of almost 6,000 individuals representing more than 600 organizations worldwide.

At ACLP, our progress is fueled by the vision of our leaders and the hard work of a dedicated network of volunteers.





Phase 1: Stakeholder Engagement

Over the past year, the ACLP Board of Directors and child life leadership, along with ACLP staff, have engaged in a strategic planning process. To build the vision for the future, this group reviewed the trajectory of the profession, identified opportunities and challenges, and sought input from hundreds of key stakeholders to gain insight and perspectives into what the profession’s priorities should be.

The new strategic plan was developed with input from child life specialists, external partners, board members, and staff who provided their perspectives to help shape the plan and guide the future of the profession. Taken into consideration were data from member surveys, a comprehensive program impact matrix, research surveys, action steps from the Diversity, Equity, and Inclusion summit and internal and external engagement and feedback.

28 | more than 28 individuals participated in the strategic planning session

30 | number of programs analyzed for the Program Impact Matrix

1,586 | number of ACLP members who took the member survey



Phase 2: Strategic Planning Prioritization

In October 2021, a group of ACLP leaders and a diverse segment of our membership came together in Scottsdale, Arizona to discuss and develop the framework for the new strategic plan. Led by strategic facilitator Lowell Aplebaum, FASAE, CAE, IAF Certified of [Vista Cova](#), the strategic planning process was an extensive, multi-day session meant to amplify voices and varied perspectives to ensure that the organization is aligned to meet the future needs of our membership and the child life community.

The session resulted in the framework for ACLP’s mission, vision, and values along with ACLP’s DEI definitions, and the 2022-2024 ACLP Strategic Plan. This plan was then presented to the ACLP Board of Directors at the February 2022 board meeting and was unanimously approved.

The 2022-2024 ACLP Strategic Plan addresses the opportunities and challenges currently facing child life and aims to elevate the profession – which we are confident we can and will achieve together. The plan outlines a bold vision with five key strategic priority areas. These priority areas are designed to address challenges the profession faces during this pivotal moment in the field of child life.

Several resonating themes – including diversity, equity, and inclusion, financial sustainability, and scientific inquiry and innovation – intersect with each of the five strategic priority areas and will be vital to success.

ACLP Mission, Vision, and Core Values

ACLP Mission.

To foster excellence in child life professionals through engagement in education, scientific inquiry, and innovation.

ACLP Vision.

Children and families of every race, identity, and community understand, navigate, and cope with serious life events.

ACLP Core Values.

Integrity – We promote consistent self-awareness, accountability, responsibility, and ethical decision-making. We strive for full transparency in our actions and communications.

Equity - We strive for equitable treatment, opportunities, and access to our information and resources for all. We believe achieving equity is only possible in an environment built on respect and dignity.

Inclusivity - We build a culture of belonging by actively inviting the contribution and participation of people of every race, identity, and community. We believe every person's voice adds value, and we strive to create balance in the face of power differences.

Collaboration – We bring together those with diverse perspectives, experience, and expertise to strengthen and enrich our organization.

Excellence - We integrate scientific evidence, best practices, rigorous standards, and innovation throughout our organization's work.

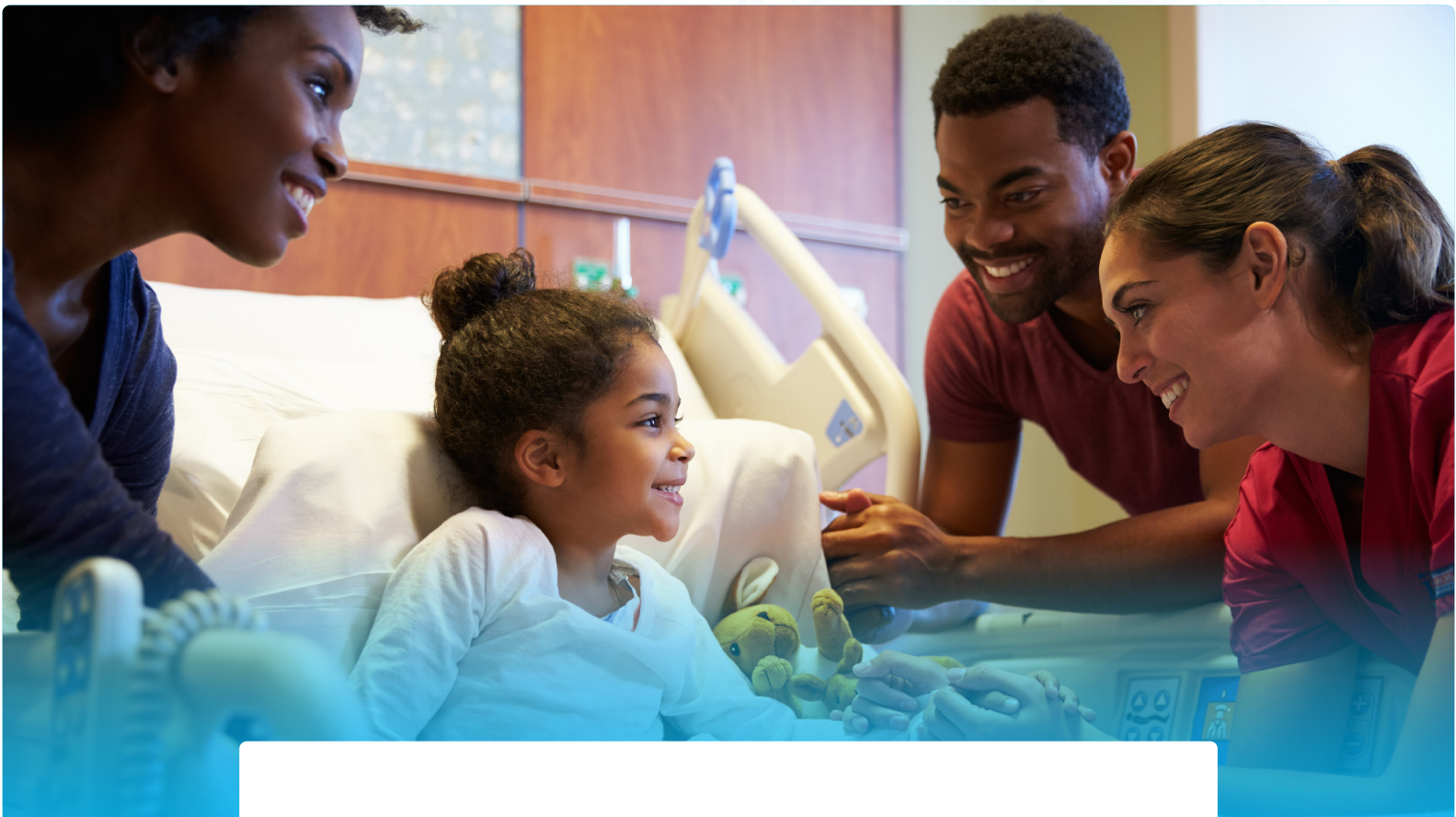
ACLP Diversity, Equity, and Inclusion Definitions

Diversity, equity, and inclusion are core to our mission and who we are as an organization.

Diversity is the representation of all our varied individual and collective identities and differences. We proactively seek out and engage with a variety of perspectives because we believe we can only advance justice when we affirm our similarities and understand and find value in our differences.

Equity is fair treatment, equitable opportunities, and access to our information and resources for all. We recognize that we do not all start from the same place and must acknowledge and make adjustments to address these imbalances. We believe achieving equity is only possible in an environment built on respect and dignity.

Inclusion is an environment and culture of belonging that actively invites the contribution and participation of people of every race, identity, and community. We believe every person's voice adds value, and we strive to create balance in the face of power differences. We believe that no one person can or should be called upon to represent an entire community.



2022-2024 Strategic Plan Priority Areas

Five Bold, Ambitious Strategic Priority Areas

Wide-ranging and long-term, the priority areas and goals defined below respond to the changing landscape in which we find ourselves. While some activities in the plan can be quickly realized, some will require efforts through 2024 and beyond.

These strategic priority areas and goals position ACLP to foster excellence in child life professionals through engagement in education, scientific inquiry, and innovation to ensure that children and families of every race, identity, and community understand, navigate, and cope with serious life events.



Communicate Value and Raise Awareness

Elevate awareness of child life professionals' impact and value in the care of children and families.

Strategies for Achieving the Objective:

- ✓ Proactive and timely messaging through diverse and targeted media channels
- ✓ Improve and scale resources that provide value
- ✓ Promote awareness of the value of child life and emotional safety with key healthcare decision makers and the public



Partnerships, Collaborations, & Connections

Strengthen community and collaboration through engagement and leadership among child life community, allied partners, and those we serve.

Strategies for Achieving the Objective:

- ✓ Increase and diversify ACLP's corporate partners and grant funders
- ✓ Increase transparency in the scope and decision-making process of the organization at all levels to build trust among the child life community
- ✓ Increased value of membership with tangible deliverables



Optimizing the Pathway to the Profession

3a. Advance engagement and collaboration amongst academic professionals and internship sites.

Strategies for Achieving the Objective:

- ✓ Reexamine and revise the internship application process to identify potential barriers and ensure alignment with the internship readiness KSAs
- ✓ Reexamine and revise the clinical curriculum process to identify potential barriers and ensure alignment with the internship readiness KSAs
- ✓ Provide resources for academic and clinical supervisors to support aspiring child life specialists
- ✓ Investigate and pursue approaches to recognize high-quality education for aspiring child life specialists

3b. Advocate and promote diverse pathways that will assist prospective child life specialists in entering the field.

Strategies for Achieving the Objective:

- ✓ Provide robust resources for aspiring professionals that are easily accessible and improve their experience



Excellence in Professional Practice

Accelerate progress through research, innovation, advanced practices, and lifelong learning that improve clinical outcomes for children and families.

Strategies for Achieving the Objective:

- ✓ Ensure all ACLP publications are current on evidence-based practices
- ✓ Assess member needs to engage meaningfully with data, research, and evidence-based practice and develop programming to meet those needs

5a. Embed DEI and antiracism principles into our organization through education and training.

Strategies for Achieving the Objective:

- ✓ Educate volunteer leaders and staff on the importance of DEI and antiracism through training, workshops, and personal reflection activities
- ✓ Amplify diversity of thought by engaging BIPOC speakers, presenters, and panelists
- ✓ Incorporate DEI and antiracism as a priority in our financial budget strategy

5b. Identify and dismantle barriers to success and create a welcoming and supportive environment so that people of every race, identity, and community can thrive.

Strategies for Achieving the Objective:

- ✓ Conduct governance audit and job analysis to identify systems, gaps, and barriers in ACLP's policies and processes, to certification eligibility requirements and volunteer leadership structures

5c. Establish meaningful connections with Historically Black Colleges and Universities, Hispanic-Serving Institutions, and Tribal Colleges and Universities.

Strategies for Achieving the Objective:

- ✓ Develop engagement strategies with academic departments and the career center



Diversity, Equity, & Inclusion

“I am confident the new strategic plan will serve as a comprehensive and powerful roadmap as we navigate the next three years and beyond as a profession. We will remain focused on the strategic plan’s resonating themes of diversity, equity, and inclusion, financial sustainability, and scientific inquiry and innovation in order to better serve the profession.”

ACLP CEO Alison E. Heron, MBA, CAE

