



Strategic Plan

Introduction

On February 7, 2015, the National Lipid Association (NLA) Strategic Planning Committee (Committee) convened in Orlando, Florida. The Committee reaffirmed the mission and goals of the organization, and assigned the following as the priorities and deadlines:

Priority	Time	Estimated Completion Date
Priority 1	Less Than 1 Year	Completed by December 31, 2015
Priority 2	1 to 2 Years	Completed by December 31, 2016
Priority 3	2+ Years	Completed by December 31, 2017
Priority 4	Outreach	Control outside the NLA

Based on the February 7, 2015, meeting of the Committee and preliminary deliberations of the Councils, the following strategic recommendations are being presented to the NLA membership. This report also includes the ongoing strategic planning goals from the 2013 Strategic Planning Meeting.

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Leadership & Administration

Recommendation 1 (2015): Recommended that the NLA address and expand leadership development and succession planning.

Priority: 1

Resources & Budget: \$25,000

Owner: Chapters Board of Directors

The Original Board Member Orientation

As recently as 2010, the NLA started offering a new board member orientation program at the annual NLA Scientific Sessions. All new chapter and national board members and officers are invited to attend the meeting. Travel and expenses are paid. The purpose of the orientation has always been to educate new board members about the NLA and their responsibilities as a board member.

Expanding the Orientation Program

Key to this effort is the expansion of the board member orientation program and development of a national and chapter Leadership Development Program. This program would be open to all new board members and new officers with a goal of improving the effectiveness and education of chapter and national leadership. In addition to holding an annual new board member orientation, the new strategic plan advocates the creation of a Leadership Development Program that would improve the effectiveness and education of all board members. The initial objective would be to provide: (1) general information about being a board member (e.g. rules of order, NLA policies, etc.), (2) general duties and expectations of officers and at-large members, (3) tips on how to be an effective leader, and (4) explain projects of each NLA chapter to be completed in the forthcoming year.

Consistent with the current board member orientation, this program would be offered at the NLA Scientific Sessions and as a post-meeting webinar that would be accessible during the course of the year. Additional opportunities also could be held at the Clinical Lipid Updates. NLA and chapter board members would be invited, as well as all NLA members with a future interest in serving on the NLA or a chapter board.

Increased Accountability for All Board Members

Another key to success is increasing the accountability of all board members, both on a national and regional level. As such, it is suggested that the board members participation be reviewed twice each year for the degree of active participation and completion of assignments as tasked. Participation reviews should: (1) enhance participation and (2) assist in determining which board members are not fulfilling their board member duties and obligations.

Additionally, it is suggested that additional criteria be reviewed for new board members to ensure participation and contribution. Such factors include:

1. Attendance at the Leadership Development Program
2. Completion of supplemental online Leadership Development programming
3. Membership on an NLA committee
4. Completion of an informative analysis of the effectiveness of the committee joined

Goals and Tasks

The Committee charges the Presidents of the chapters with the following:

1. Developing the online orientation refresher course,
2. Ensuring regular updates to the orientation, and
3. Encouraging the accomplishment of new initiatives at the regional and local level to further expand the domain of NLA related activities.

Resources and Budget

There is no budget impact anticipated in the event the Recommendation creating Science & Policy Council, along with the associated budget, is adopted. If that Recommendation is not adopted, the anticipated budget impact is \$25,000 above current cost per year for part time staff augmentation, but mostly the cost of hosting live programs regionally and the invitation and participation of attendees. This cost could be shared by each chapter at an increase of \$5,000 per year, per chapter.

Recommendation 2 (2015): Recommended that the NLA continue to improve the standing of the lipidologist and lipid specialist through the recognition of Lipidology within the respective disciplines of medicine and the prosperity of the members within the profession.

Priority: 2

Resources & Budget: \$15,000

Owner: Appointed Task Force

Recognition of Lipidology

One key goal of the NLA and the American Board of Clinical Lipidology (ABCL) and the Accreditation Council for Clinical Lipidology (ACCL) has been the recognition of Clinical Lipidology as a subspecialty of the respective disciplines of medicine. The NLA should work jointly with the ABCL and ACCL to ensure members seeking certification through either body have a thoughtful, guided, and forthright process for attaining or retaining their ability to certify.

Lipidology Fellowships

The NLA and ABCL have regularly discussed the development of a curriculum to support a Lipidology fellowship. This is a major initial step in attaining recognition of Clinical Lipidology by the Accreditation Council for Graduate Medical Education (ACGME). While discussions between the NLA and ABCL have commenced, the process of establishing the roadmap and structure of a Clinical Lipidology fellowship needs to be accelerated. The Committee discussed the importance of reviving the process of establishing a Clinical Lipidology fellowship and associated curriculum.

Goals and Tasks

The Committee charges the Education Council with the following:

1. Developing a joint task force with the ABCL and ACCL to establish a clear pathway toward recognition by the appropriate certification body,
2. Guiding the NLA with respect to connecting the objectives of the curriculum in Lipidology with the programmatic offerings of the NLA,
3. Continuing to consider development of practice related coursework (e.g., Coding and Reimbursement course),
4. Disseminating the requirements established by the ABCL and ACCL in meeting certification criteria,
5. Collaborating with the ABCL to develop a task force designated to officially meet with the ACGME, and
6. Completing the model curriculum project that can be supported in an ACGME recognized format.

Resources and Budget

The budget impact is estimated at \$15,000 above current cost to cover the travel costs of task force members for activities related to outreach at the ABIM, ABMS, and ACGME.

Recommendation 3 (2015): Recommended that the NLA restructure the NLA’s Executive Committee to accommodate the addition of the new councils.

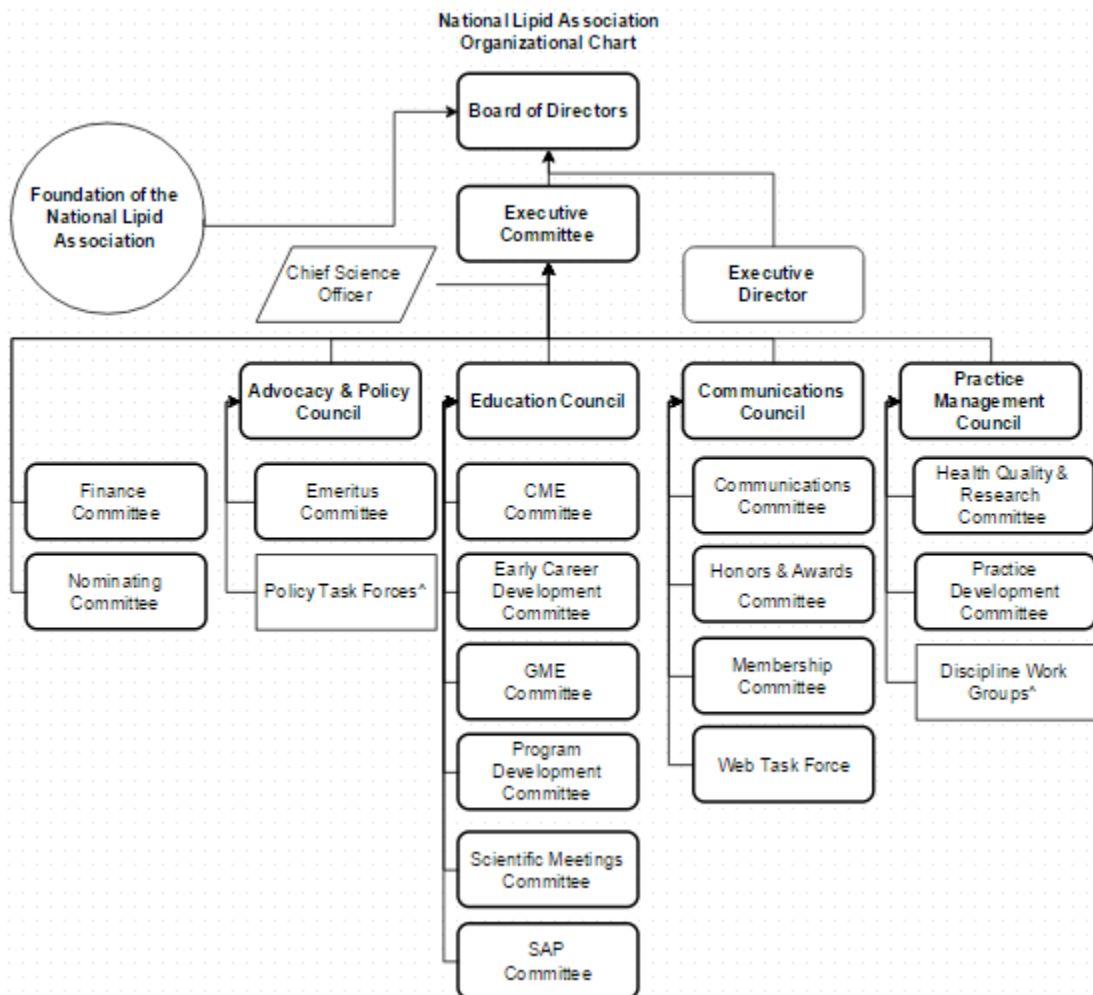
Priority: 1 Resources & Budget: \$25,000
 Directors

Owner: NLA & Chapter Board of

Based on the revised and expanded priorities of the NLA, the Committee recommends an alteration in the NLA’s organizational structure.

Current Structure

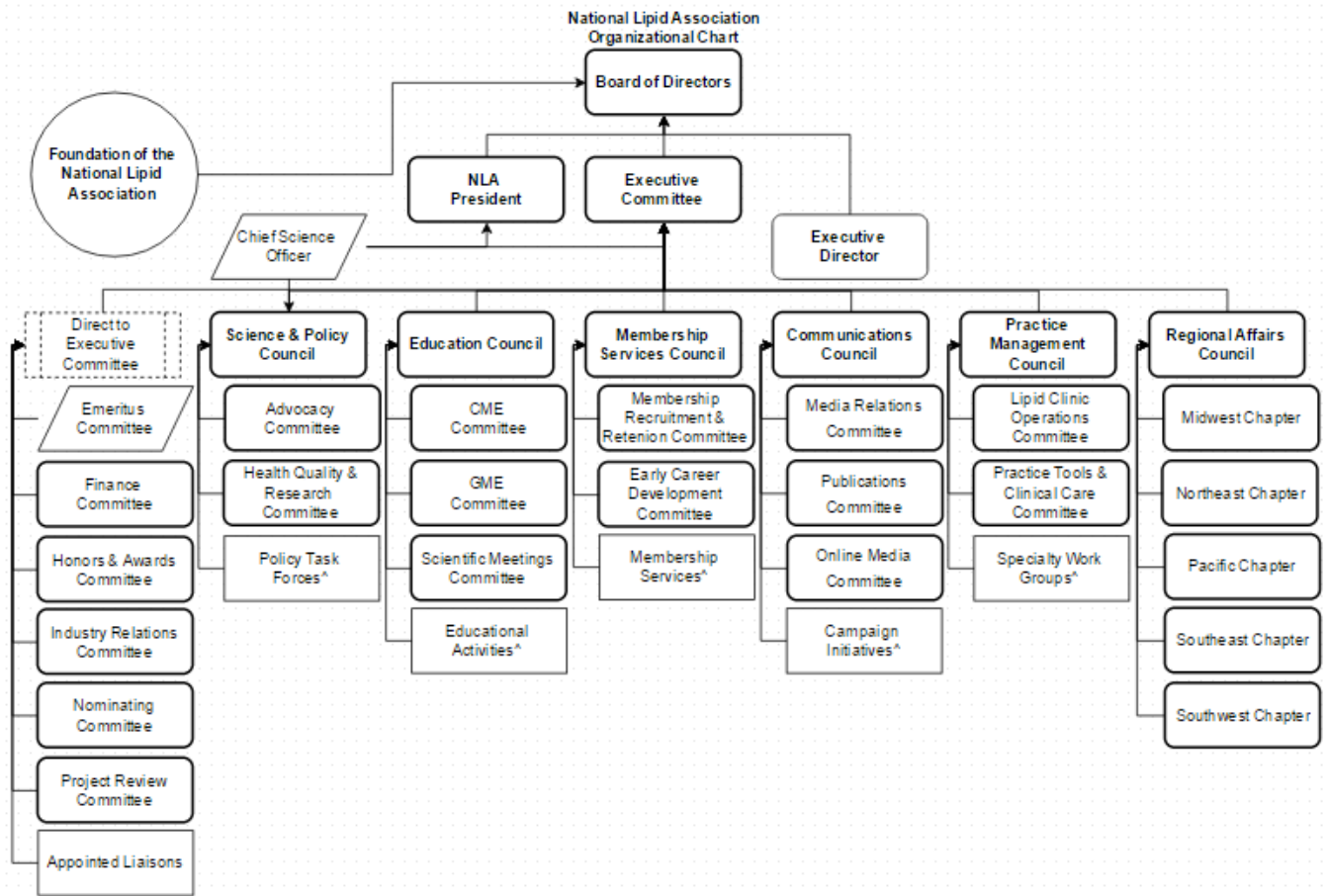
Currently, the NLA consists of the Board of Directors, the Executive Committee, four councils, and a series of committees that make up each council. Additionally, there are several councils that report directly to the Executive Committee. The current organizational structure is as follows:



Proposed Structure

As the 2015 Strategic Planning Committee noted, we must return to basics in order to maximize contributions at a grassroots level. The NLA and its organizational structure needs to maximize

participation and efficiency, minimize unused resources and waste, provide cost savings opportunities, and train future leadership. As such, the following organizational structure, including the council and committee expansion, is proposed:



Council and Committee Expansion

First, as explained herein, the Committee discussed the need to separate NLA membership efforts from the Communications Council, suggesting the creation of the Membership Services Council. Second, the Advocacy/Past President’s Council is proposed to become the Science & Policy Council. Finally, in an effort to provide more of a voice to the regions, while also encouraging more accountability from the regions, the Regional Affairs Council has been proposed. The Regional Affairs Council will support the needs of the regional chapters from a national perspective. It will also hold the chapters accountable for the projects they undertake and tasks they perform in support of the national organization. Other committees also have undergone name changes, which include:

Current Committee Name	Suggested New Name
Program Development Committee	Project Review Committee
Communications Committee	Media Relations Committee (External)
Communications Committee	Publications Committee (NLA Publications)
Web Task Force	Online Media Committee

Additionally, the following new committees are proposed:

New Committees
Lipid Clinical Operations Committee
Practice Tools Committee
Industry Relations Committee
Leadership Development Committee

NLA Executive Committee Expansion

One key area of focus from the 2015 Strategic Planning Committee was the need to ensure development of future leadership. The current NLA Executive Committee structure and areas of responsibility are:

Current Executive Committee Structure	Council Responsibility
President	General Oversight
President-Elect	Practice Management Council
Treasurer	Education Council
Secretary	Communications Council
Immediate Past President	Advocacy & Policy Council

The current structure of the Executive Committee is designed to develop leadership by exposing officers to the activities of the councils that they supervise. However, the draft restructure proposes to expand the NLA councils and correspondingly expand the number of elected officers who necessitate development of additional leadership opportunities within the association as follows:

Councils & Responsibilities*
General Oversight
Education Council
Membership Services Council
Communications Council
Practice Management Council
Regional Affairs Council
Science & Policy Council

The newly designated officers will be suggested by the President to head various councils and affirmed by the Executive Committee based on skill and development opportunities. Accordingly, the NLA Nominating Committee would select and present a slate of all officers on an annual basis. However, selection of the additional three officers for the 2015–2016 year will not be performed by the NLA Nominating Committee due to the timing of this proposal and the bylaws approval process. As such, once the proposal is approved by the NLA Board of Directors and the NLA membership approves the bylaws as amended, the best course of action would be for the NLA Board of Directors to appoint the additional two executive committee members for the 2015–2016 term. Starting with the 2016–2017 elections, the selection and presentation of all eight officers would return to the NLA Nominating Committee.

While such expansion is consistent with the current organizational structure — by allowing each Executive Committee member to serve as council chairperson for a single council — the proposed Executive

Committee expansion would provide additional exposure to leaders in development while preparing to move through the officer track.

The budget impact is estimated at \$10,000 above current cost to cover the travel costs of new Executive Committee members and for part-time administrative support.

Bylaws Update

The expansion of the NLA Executive Committee will require a change to the bylaws.

Recommendation 4 (2015): Recommended that the NLA discuss restructuring the chapters to improve productivity and participation.

Priority: 2 Resources & Budget: \$TBD
Directors

Owner: NLA & Chapter Board of

It is clear that the NLA is experiencing a dramatic increase in the responsibility and activity at the National level, while the contributions at the regional level have been less clearly defined. As such, the Committee discussed the advisability of restructuring by establishing a core of regional leaders whose participation and accountability will be a pathway to further service on the NLA Board of Directors and NLA leadership positions. The advantages of this approach include:

1. Engagement of the most involved members
2. Liability reduction
3. Productivity toward the national agenda driven by the local member
4. Cost savings

With the addition of a Regional Affairs Council, the chapters of the NLA will have an advocate on the National level that should be utilized to either improve the current standing of the chapters or facilitate the restructure.

Engagement of the Most Involved Members

The chapters consist of both highly active board members and minimally involved board members. Additionally, as presented at the 2015 Strategic Planning Meeting, several chapters are experiencing issues with active participation and member apathy. Changing the regional boards of directors to consist of only executive committees working in collaboration with regional representatives to national committees will ensure development of regional officers and leaders, while eliminating waste and lack of participation from the rest of the board. Those current board members who are active and wish to stay active will be able to participate on the national committee level as a representative to their geographical region.

Liability Reduction

First, the size of each chapter's board of directors directly determines the cost of liability insurance purchased by the NLA. Reducing the size of the chapter boards should correspondingly reduce the cost of the NLA's liability insurance requirements. Second, when the chapter board members are acting in accordance with their responsibilities as chapter board members, the NLA is responsible for the actions of the board member acting in their board member capacity. Reducing the size of the chapter boards should correspondingly reduce the risks associated with individuals improperly acting on behalf of the association. While this is not a prevalent problem facing the NLA today, this is still a risk reduction measure.

Productivity Toward the National Agenda Driven by the Local Member

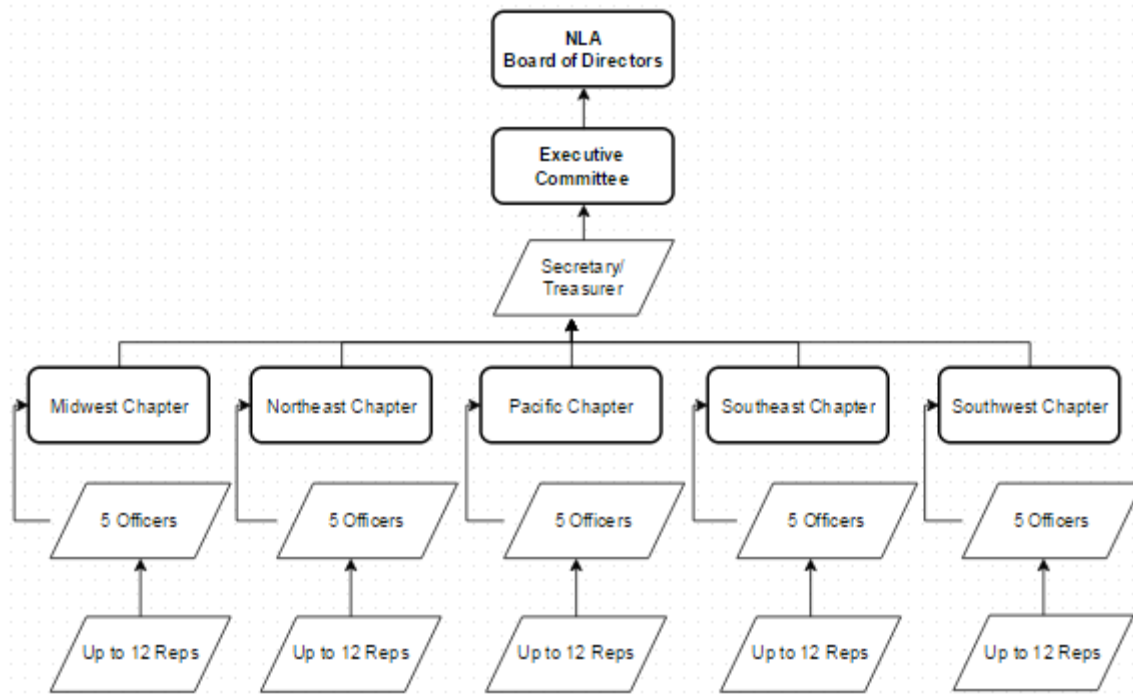
As noted above, the 2015 Strategic Planning Meeting had a focus on returning the organization to its grassroots, while still advancing the expanding agenda of the National organization. By expanding the regional representation on the NLA committees through active local representatives, the NLA will drive productivity through its grassroots efforts to advance the agenda of the national association.

Cost Savings

The cost savings for reducing the chapter board rosters is small, as there may be a slight reduction in travel expenses associated with the chapters and slight reduction in insurance costs. More will be known as the final plan is adopted.

The Chapter Impact and Population of Committee

Currently, there are five chapters, each with five officers and 12 at-large board members. The following chapter organizational structure is proposed:



Under this proposal, each chapter would be limited to only those officers who make up the executive committee. Each chapter's executive committee would be responsible for regional activities and assignments, and will be asked to participate and attend regional events and NLA activities when required. At-large board positions at the chapter level would be eliminated in favor of having 12 representatives to the NLA's national committees. These representatives will have specific tasks and assignments and will be required to actively participate on NLA committees and activities.

These representative assignments to the NLA committees are consistent with the current expectation that (1) each NLA committee be populated by at least one representative from each chapter's board of directors and (2) all board members be responsible for participation on ad hoc activities, task forces, working groups, and campaigns, as assigned by the NLA President. This sort of involvement would drive participation toward the national agenda of the NLA from a grassroots perspective, and allow the NLA to get back to the basics of the organization. It will also provide sufficient opportunities for participation despite a reduction in the chapter boards of director's positions.

Retained Responsibilities of the Chapters

This change in chapter format will not eliminate most of the responsibilities of the chapters. Retained responsibilities will include:

1. Planning and hosting of the Clinical Lipid Updates or the annual NLA Scientific Sessions.
2. Sponsoring an issue of the *LipidSpin*
3. Assisting with local webcasts (e.g. Lipid Insights)
4. Supporting local lipid clubs

Executive Committee and Representative Travel

The chapter executive committees will meet at the Clinical Lipid Updates and by phone. The representatives will meet by phone to provide committee reports to the Chapter leadership regarding their involvement with NLA committees. In order to foster involvement and quality participation, all chapter representatives will have specific criteria to meet. If met, the representatives will have the opportunity to have airfare and predetermined accommodations provided so they can attend an NLA Committee meeting at the Scientific Sessions. Gratis travel to the Clinical Lipid Update would be eliminated. However, an additional night would be awarded to the representative for the Scientific Sessions should the representative also attend their regional Clinical Lipid Update. At the annual meeting, the representative must attend their committee meetings as assigned.

Budget Impact

The budget impact remains to be determined based on the final plan adopted.

Regional Bylaws Update

A restructuring of the chapters will require a change to the NLA Bylaws.

Education

Recommendation 5 (2015): Recommended that the NLA develop a plan for additional non-core educational activities to supplement revenue and help meet the educational goals of the association and its constituency.

Priority: 1 Resources & Budget: Revenue generating Owner: Program Development
Committee

Education Overview

Medical education of the membership remains the highest priority of the NLA. Education is also recognized as the greatest strength of the association and the main driver for increasing membership and revenue. As such, the association's operational budget is directly tied to grant support and member supported funding from meeting attendance and trade show efforts in support of the program offerings.

Educational program offerings, whether accredited for CME/CE or not accredited, must follow the basic accreditation rules and standards. The NLA follows strict rules for support development through industry and has a robust review and evaluation process to ensure that participants in educational program offerings receive the highest standard of education through balanced and fair presentation. It is worth noting that the NLA has been awarded Accreditation with Commendation by the Accreditation Council for Continuing Medical Education (ACCME) for its approach to educational programming.

Core Versus Non-Core

Core Programming: Core programming is educational programs and courses that the NLA will plan and deliver regardless of funding (e.g. Scientific Sessions, Clinical Lipid Updates, Masters in Lipidology, Lipid Academy, Lipid Insights).

Non-Core Programming: Non-core programming is educational programs and courses that the NLA will offer only if funding is made available (e.g. HDL Masters, symposia, virtual patient cases). These programs can be either long-term planned programming or opportunistic programming. As always, all non-core programming must be consistent with the needs, missions, and goals of the association and membership.

Development of Education Priorities

On a three-year average, the Education Department of the NLA presents more than 300 hours of medical education content including the management of 400 faculty and more than 1,000 supporting educational documents to provide to the membership of the NLA. The Education Council establishes the education priorities based on the expressed needs of members. Plans for education generally follow a two-year process involving a survey of member needs and proposal generation in the first year and implementation in the second. Programs can be fast tracked or extended based on various factors such as resource constraints, and new emerging information taking precedence over existing objectives. The Council and its committees seek to achieve a learning environment conducive to the highest level of participation and comprehension. Various formats, including live, electronic, and publication based, are used to achieve these goals. New methods for delivery of education content are continually sought and presented to enhance the experience in NLA activities. The Council not only engages in the validation and

management/presentation of content but also manages the programs to meet the highest accreditation standards.

Shrinking Support and Increased Competition

Challenges remain for the NLA with respect to education fundraising as there is shrinking grant support from industry, increasing competition to the NLA education agenda, and a lack of growth of lipidology in the progression to achieve subspecialty recognition. Internally there is a dichotomy of thinking with respect to industry support of the education agenda and its influence in education content. Although effectively managed, the leadership is always cognizant of the perception of bias. The perception has driven leadership away from seeking industry support. This, along with a new emphasis to grow the areas of practice, guidelines, and policy, and an emerging agenda on advocacy, resulted in a deflection of revenue away from education and reduced our catalog of new programming.

As a result, the Committee recognizes the importance of seeking support from all aspects of industry and external partners. Opportunities exist as new therapeutics emerge and new information related to genomic identification of dyslipidemia emerge. There is also a global interest that has not been fully explored.

Goals and Tasks

The Program Development Committee will be tasked with the following:

1. Reviewing the current NLA needs assessment for non-core educational activities and opportunities,
2. Developing a plan for 2015–2016 non-core programming,
3. Recommending a process for approval of non-core activities with particular attention to opportunistic programs, and
4. Targeting non-core educational activities to non-members (e.g. Pri-Med, American Academy of Family Physicians).

Resources and Budget

Current staffing resources include the Director of Education and three education managers/specialists. A full-time administrator is shared with the Communications and Marketing Department for coordination and ensuring all documentation and administrative support is available. The budget extended to staff support of education staffing is \$320,000 plus overhead expenses — approximating \$25,000 per year. There is no expected budget impact to this specific area.

Historically, non-core activities have generated revenue in the amount of approximately \$300,000 per year.

Recommendation 6 (2013 In-Progress): Recommended that the NLA continue to seek, as an internal strength, the addition of continuing education accreditation for pharmacy, nursing, and osteopathic medicine.

Status: Ongoing Owner: CME Committee

Value of Providing Accreditation

As a multi-disciplinary organization, the NLA seeks to round out its educational offerings to meet the needs of the membership. Additionally, providing accreditation is a major cost savings vehicle for the organization. Since the 2013 Strategic Planning Meeting, the NLA has determined that it is unable to provide osteopathic accreditation due to the percentage of osteopathic members of the NLA.

Current Status

As of the 2015 annual meeting, the NLA is an accredited provider for the following:

Service	Accredited By	Expiration	Notes
CME	ACCME	November 30, 2020	With commendation
CE (Dietitian)	CDR	June 24, 2018	

At the November 2014 NLA Board of Directors meeting, the Board of Directors approved funding to seek joint accreditation for nursing and pharmacy. The application for joint accreditation will be submitted by the end of 2015 with a decision expected by the end of 2016. The NLA continues to review additional opportunities to provide accredited programming where appropriate.

Communications & Membership

Recommendation 7 (2015): Recommended that the NLA focus on the enhancement of membership and membership services and benefits by creating an independent Membership Services Council.

Priority: 1 Resources & Budget: \$80,000 Owner: NLA Board of Directors

Current Structure

The NLA's membership efforts are organized under the Communications Council. As the organization grows and organizational challenges emerge, it is apparent that membership has become complicated and needs a larger focus and the attention of a separate and distinct council.

Recruitment and Retention

Although the total membership of the NLA is approximately 3,000 active members each year, an analysis reveals that the NLA has an established core of approximately 1,600 members. This analysis is based on those individuals who have been a member for five or more years and those members certified as diplomates of the American Board of Clinical Lipidology and the Accreditation Council for Clinical Lipidology.

The NLA membership has fluctuated throughout the years. Following the inception of the NLA, the association grew considerably around a new emerging focus on education in dyslipidemia facilitating growth largely from existing pools of specialists in endocrinology and cardiology. As membership from endocrinology and cardiology became saturated, new pools of members were sought in order to continue membership growth. New members largely emerged from primary care and membership has stabilized between 2,800-3,200 members.

Each year, the NLA recruits 300 to 500 new members; however, it also loses close to the same amount due to membership attrition. As such, it is widely recognized that member retention is the largest deficiency facing the NLA's membership effort. An analysis indicates several major reasons for natural attrition:

1. The NLA is not the main focus of the individual's practice,
2. Allied health professionals often have career changes that limit ongoing participation with the NLA,
3. The cost of an NLA membership is too great considering that lipidology is not a recognized primary specialty, and
4. Membership was not what the former member expected when they joined or the former member does not feel engaged by the association.

Interestingly, when surveyed, 98 percent of members said they would remain long-term members and that they enjoy the programs, services, and benefits offered by the association. With the development of a robust retention strategy — enacted to achieve a 50 percent reduction in attrition — the result would be a growth of at least 5 percent a year for the next three to five years.

Cost of Membership

The Committee discussed that the current cost of each member is roughly \$350 per year, while membership dues are only \$150 per year. It was noted that this \$200 deficit is, and will remain, a challenge to the association for years. This, however, is not necessarily a detractor to growing organizations and the revenue streams derived from both membership dues and outside support is typical among like organizations.

Efforts are underway to reduce dependency on outside support. But, as the endeavors of the Board continue to grow in the areas of policy, advocacy, and practice management, demands will continue to keep the equation unbalanced. The focus needs to remain on identifying new streams of revenue and providing the highest value to the membership. This will ensure that they are willing to invest in the NLA and retain their membership in an environment that is constantly demanding more personal resources to achieve professional goals.

Leadership Engagement

Another challenge to membership is the perception that regional leadership has not been maximally engaged in membership retention opportunities. Although regional leadership has generally been supportive, many calls for assistance with chapter retention have largely gone unanswered. The Committee agreed that more has to be done to ensure leadership at all levels. As an ambassador of the NLA, membership recruitment and retention should be a top priority. There was also a call for elevating the needs of regional leaders and the provision of more regional staff support.

Goals and Tasks

The creation of the Membership Services Council will have the following goals and tasks:

1. Identifying and marketing to potential members pools by key factors (e.g. profession, geography, demographics),
2. Developing membership value proposition, engagement mechanism, and membership package,
3. Developing new member orientation and engagement strategies,
4. Developing interested candidate and new applicant outreach and engagement programs,
5. Involving chapter leadership who will welcome new members and engage delinquent members,
6. Developing member benefits platforms, and
7. Developing robust member retention programs.

Resources and Budget

Staffing for membership is currently conducted by one full-time staff member with the assistance of the Communications department and other general administrative support. Total cost is approximately \$85,000 in personnel and an additional \$30,000 in related program expenses for marketing, travel, and overhead. As the Membership Services Council develops and recruitment and retention efforts increase, it is likely that a second staff manager will need to be added to the team at a projected budget impact cost of \$60,000 in 2016. Additionally, the expansion of membership activity is likely to drive an additional \$10,000 to \$20,000 in overhead costs. In total, the projected budget impact of increased membership efforts is projected to increase the current budget by \$80,000 per year.

Advocacy

Recommendation 8 (2015): Recommended that the NLA reorganize the current NLA advocacy effort into a separate and distinct council known as the Science and Policy Committee.

Priority: 1

Resources & Budget: \$70,000/year

Owner: NLA Board of Directors

NLA Advocacy and Policy Efforts

At its inception, the NLA purposely stayed out of the policy and advocacy arenas, including generation of statements, citing education as its main purpose. The NLA initially avoided direct engagement with larger entities and the government, because it was not feasible due to limited resources and political clout. It was determined that member and leadership representation on major panels and adopted policies would suffice in lieu of creating its own policy and creating competing national policy.

As the years passed, the membership and leadership interest in advocacy and policy grew to discuss clinical areas where knowledge gaps existed. As a result, the NLA started developing statements seen as valuable to the membership and the medical community as a whole. Examples include statements on familial hypercholesterolemia, advanced lipid testing, and statin safety. The NLA has also since responded to major clinical trials, tackled topics such as HDL, LDL, and adiposity. Each time, the NLA was questioned on its perceived industry involvement, although no corporate influence was made and a policy was adopted that all position and policy statements of the NLA would be underwritten from NLA retained resources only.

Other more established and well-financed organizations focused their energy and resources on responding to policy issues, resulting in a lack of representation to the NLA's viewpoint. This was clarified as other related organizations and the government generated guidelines without the input of the NLA, only seeking endorsement after the fact. Even with individual participants with deep ties to the NLA on these national panels, these organizations make no consideration of the NLA's place in the message. As such, the NLA has found itself publically disagreeing with certain aspects of adopted policy.

In 2014, the NLA started its engagement in the public policy space to call for its place in medicine on major policy matters involving lipids with the creation and dissemination of the NLA Recommendations for Patient-Centered Management of Dyslipidemia (Recommendations). Advocacy involvement was immediately costly and the NLA was deficient in resources and funding. To date, policy is a largely unsupported activity and all costs are borne from internal resources and association reserves.

Importance of Collaboration

The Committee recognizes that maintaining and improving collaborative efforts with other strategic partners to improve the visibility of the NLA and lipidology is critical to the growth of the NLA. Past and current collaborations include, but are not limited to, the American Heart Association, the American College of Cardiology, the American Diabetes Association, the Academy of Nutrition and Dietetics, the Preventive Cardiovascular Nurses Association, the National Forum for Heart Disease and Stroke Prevention, National Quality Forum, the American Medical Association Specialty Section Delegation, Million Hearts, and Mended Hearts. The Council of Past Presidents recommends further leveraging these relationships to gain greater recognition of the NLA and lipidology.

Collaboration Key in the Dissemination of the NLA's Recommendations, Positions, and Policy

As noted herein, the NLA has recently focused much of its attention on advocacy and policy development. Of immediate importance is the NLA Recommendations and support for the importance of lipid screening and monitoring of lipids in cholesterol management. The top priority of collaboration should be to ensure dissemination and widespread understanding of the Recommendations, while exhibiting respect for the perspective of other key stakeholders. Achieving widespread recognition of the Recommendations will improve the outreach and visibility of the NLA and improve patient care.

Goals and Tasks

The NLA Executive Committee and the Advocacy Committee will be tasked with the following:

1. Prioritizing which organizations are most important for collaboration,
2. Defining the collaborative message toward each related group (e.g. mutual goals, education exchange),
3. Establishing proposed mechanisms for engagement and exchanges (both advocacy and educational),
4. Spearheading the dissemination of the NLA's Recommendations and engaging related organizations for joint education exchange surrounding the same,
5. Engaging active members of each membership discipline to identify specific leaders to facilitate the collaboration between the NLA and like-minded organizations, and
6. Overseeing research initiatives and development of new organizational policy statements.

Resources and Budget

The acceleration of needs in this area will demand additional resources and funding. Currently, there is only one staff person dedicated to policy and that staff person is shared with chapter administration. Additional support is provided from the executive level, as time permits. More than \$190,000 was spent to support the development of the Recommendations in 2014 and early 2015.

As of January 1, 2015, a Deputy Executive Director was hired to assist in general support, but also in the policy and advocacy area of the NLA. In addition to the current staff resources, which is without administrative support, cost internally exceed \$200,000 plus overhead. Additional support of a manager and administrative staff will be required to relieve the current policy coordinator of chapter administration or advocacy efforts. As a result, maintaining this level of advocacy is projected to cost the NLA \$400,000 per year to support advocacy and this is not inclusive with any aspects that would include legislative activity. In addition to the costs above, the NLA also retains a Chief Science Officer at a cost of \$70,000 retainer and overhead. As a result, advocacy costs at the current level should be anticipated at \$270,000, which is an increase of \$70,000 per year.

Practice Management

Recommendation 9 (2013 In Progress): Recommended that the NLA establish a program to recognize practices as “Centers of Excellence” no later than June 2015.

Status: Ongoing Owner: Practice Management Council

While this remains a strategic goal of the organization, additional priorities have extended the timing of this recommendation.