ASPAN 2.0: Enhancing Organizational Capacity to Empower and Advance the Perianesthesia Nursing Profession

Presentation to the ASPAN Component Leaders

Dunleavy & Associates | March 16 & 19, 2025
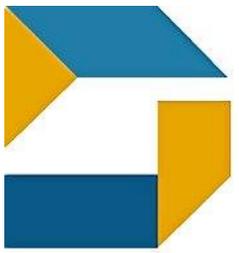
Assessment Approach

Discovery
- Compile existing data
- Collect new data from members and other stakeholders
- Benchmarking and Best Practices review

Analysis and Reflection
- Synthesize and share findings and learnings
- Facilitated discussion and reflection: develop common set of understandings, assumptions, and takeaways

Recommendations/ Feasibility Review
- Draft and share recommendations
- Feasibility review: test the recommendations and premises
- Distribute recommendations to membership for approval
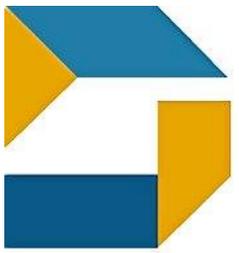
Assessment Planning Team

NAME	ASPAN ROLE	COMPONENT/REGION
Lori Silva	President	PANAC (CA), Region 1
Ursula Mellinger	Vice-President/Pres Elect	FLASPAN (FL), Region 5 (primary); PAPAN (PA), Region 4 (secondary)
Sarah Cartwright	Secretary	GAPAN (GA), Region 5
Teri Baughman	Treasurer	PANANM (NM), Region 1
Ronda Dyer	Regional Director, Region One	PANAC (CA), Region 1
Katrina ("Kat") Bickerstaff	Past President, Chair of Component Revitalization SWT	AZPANA (AZ), Region 1/ (based in Massachusetts)
Jennifer Kilgore	Past President	MSPAN (MS), Region 2
Kevin Dill	CEO/ex officio member	National Office
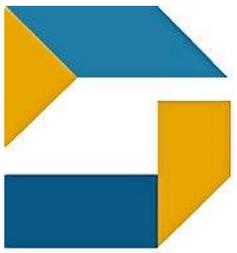
29 Member Participants in Interviews/Focus Groups

| Focus Group A	Focus Group B	Board Members (individual)	Regional Directors	Individual Members
• Michelle Meadows • Krista Hall • Jacqui Emperly • Suzanne Russell • Anna Lee Carilo	• Susan Knowles • Jessica Gentes • Jen Paquette • Gabrielle Watkins • Teresa Bhatt • Kim Ruhl • Diane Perrone	• Alphonzo Baker • Amy Berardinelli • Lori Erni • Toni Zito	• Linda Allyn • Stephanie Johnson • Marlene Nahavandi • Nickcole Price	• Chris Buck • Denise O'Brien • Lynn Sekeres • Myrna Mamaril • Regina Hoefner-Notz • Amy Parker • Alison Popa • Karly Perras • Emily Wagner

Findings and Takeaways
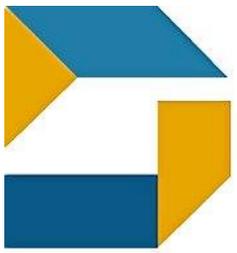
Comparison to Other Nonprofits (by revenue)

- ASPAN's largest component is considered a **small** nonprofit (revenues below $500,000); the rest fall into the "very small/micro" nonprofit category:

  o PANAC (2023 990): $128,469 annual revenue; $262,000 net assets

  o TAPAN (2021 990): $34,260 annual revenue; $104,000 net assets

  o RMPANA (2022 990): $28,540 annual revenue; $148,000 net assets

  o FLSPAN (2020 990): $23,668 annual revenue; $98,000 net assets

  o GASPAN (2020 990): $26,088 annual revenue; $55,000 net assets

- Sustainability challenges of micro nonprofits: funding instability; leadership; succession planning is minimal; no access to economies of scale.
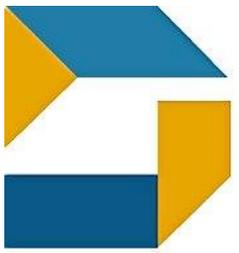
Component Membership & Dues Revenue (2024)

Component	Members 12/4/24	Revenues 2023	Component	Members 12/4/24	Revenues 2023	Component	Members 12/4/24	Revenues 2023
PANAC	1621	$ 53,995	OPANA (OH)	291	$ 8,730	NAPAN	71	$ 2,910
TAPAN	1106	$ 37,320	MNDAKSPAN	304	$ 8,330	PANANM	68	$ 2,544
NPANA	831	$ 28,835	WISPAN	221	$ 7,455	NEVPANA	89	$ 2,250
FLASPAN	664	$ 28,035	LAPAN	200	$ 7,280	ISPAN	87	$ 2,220
NYSPANA	622	$ 18,270	VTNHAPAN	144	$ 6,895	HIPAN	72	$ 2,130
NCAPAN	594	$ 17,910	AZPANA	175	$ 5,880	USPAN	59	$ 1,550
PAPAN	594	$ 17,175	MESPAN	89	$ 5,390	ALAPAN	61	$ 1,300
NJBPANA	399	$ 16,290	INSPAN	177	$ 4,830	MSPAN	45	$ 1,290
RMPANA	539	$ 16,080	TSPAN (TN)	162	$ 4,260	WVSPAN	33	$ 1,000
GAPAN	430	$ 14,140	CSPAN (CT)	96	$ 3,990	PACNA (Ark)	51	$ 930
CBSPAN	485	$ 13,530	MOKANPANA	203	$ 3,540	RIAPAN	35	$ 850
MAPAN	306	$ 12,845	OSPAN (OK)	139	$ 3,540			
MASPAN	382	$ 11,245	SCAPAN	124	$ 3,420			
ILSPAN	425	$ 10,750	KSPAN	101	$ 3,120			
VSPAN (VA)	433	$ 10,000						
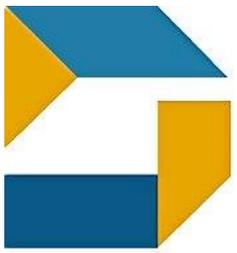
# Membership: 2018 vs. 2024

- ASPAN's membership is down 9.7% in this period:
  - 2018: 13,740 members
  - 2024: 12,528 members
- Component membership:
  - 8 components increased membership
  - 1 component stayed even
  - 31 components lost membership
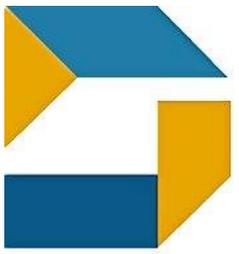
Component Membership Increases

9 Components; range from 0% to 13.5%

Component	12/31/18	12/4/24	2018 v 2024	% Diff.
RMPANA	466	539	73	13.5%
HIPAN	63	72	9	12.5%
OSPAN	123	139	16	11.5%
FLASPAN	606	664	58	8.7%
TAPAN	1031	1106	75	6.8%
PANAC	1518	1621	103	6.4%
NCAPAN	559	594	35	5.9%
VSPAN	423	433	10	2.3%
USPAN	59	59	0	0.0%
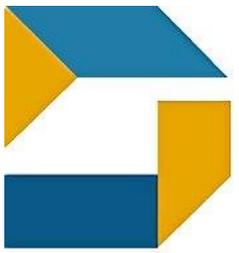
Component Membership Decline

31 Components; range from -2.6% to -111.5%

Component	12/31/18	12/4/24	18 v '24	% Diff.
CSPAN	203	96	-107	-111.5%
KSPAN	179	101	-78	-77.2%
OPANA	459	291	-168	-57.7%
AZPANA	276	175	-101	-57.7%
SCAPAN	187	124	-63	-50.8%
ISPAN	131	87	-44	-50.6%
RIAPAN	52	35	-17	-48.6%
PACNA	73	51	-22	-43.1%
WVSPAN	46	33	-13	-39.4%
NAPAN	97	71	-26	-36.6%
MSPAN	61	45	-16	-35.6%
ILSPAN	563	425	-138	-32.5%
WISPAN	292	221	-71	-32.1%
MOKANPANA	268	203	-65	-32.0%
MESPAN	117	89	-28	-31.5%

| Component	12/31/18	12/4/24	18 v '24	% Diff.
NYSPANA	807	622	-185	-29.7%
NEVPANA	112	89	-23	-25.8%
INSPAN	217	177	-40	-22.6%
PANANM	83	68	-15	-22.1%
LAPAN	244	200	-44	-22.0%
MASPAN	448	382	-66	-17.3%
NPANA	933	831	-102	-12.3%
PAPAN	646	594	-52	-8.8%
MNDAKSPAN	328	304	-24	-7.9%
NJBPANA	421	399	-22	-5.5%
ALAPAN	64	61	-3	-4.9%
GAPAN	451	430	-21	-4.9%
TSPAN	169	162	-7	-4.3%
CBSPAN	503	485	-18	-3.7%
VTNHAPAN	148	144	-4	-2.8%
MAPAN	314	306	-8	-2.6%
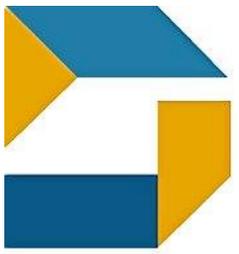
# What Did Members Say About Components?
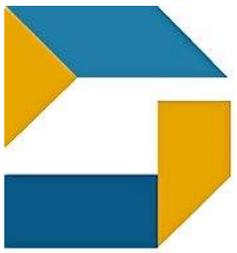
Selected Results from 2022 Component Revitalization Survey

- Component Revitalization Survey: 32% joined mostly for ASPAN benefits; 48% joined for both national and local benefits; 3.8% joined solely for component.

- "I joined a component primarily because of:"

  - Professional Development – 35%

  - Required by ASPAN – 26%

  - Education – 25%

  - Networking – 10%

  - Other – 5% (interestingly, no one mentioned "desire to manage the administrative aspects of a small nonprofit" in the comments under "Other)
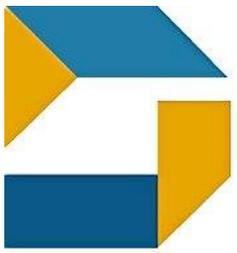
Selected Survey Results (p.2)

- "One thing my component does exceptionally well is:" (open ended Q)
  - Providing Education and CEU opportunities
  - Conferences
  - Keeping members informed on changes in the profession
  - But a lot of folks answered, "not sure" or "don't know"
- "Is the expense (dues) worth the benefit you receive?"
  - Yes: 56%
 - No: 19%
  - Not sure: 25%
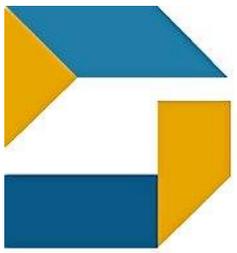
Selected Survey Results (p.3)

- 70% of respondents would NOT be willing to consider serving on their Component's board if asked. Reasons provided in open responses:
  - Time commitment: family, professional pressures
  - Feel stymied by existing leaders, older members, "old guard," etc. – not welcoming to younger members
  - Been there, done that; time for others to step up

- In the absence of sufficient leadership, what should a component do?
  - 73%: merge with another component; 6%: dissolve; 6%: go dormant
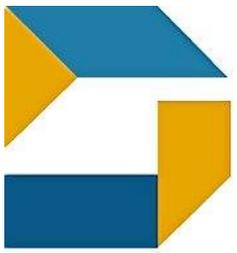
Takeaways About Components

- The "secret sauce" for most successful components is being big enough to have a critical mass of members

  - A larger membership base presents a larger pool of volunteers, potential board members and leaders, conference and meeting attendees

  - More members means more financial resources (dues, sufficient conference attendees to cover costs)

- For successful, smaller components, the presence of a core of committed volunteers has been the key to their "success."

- For other small components: end up with entrenched leadership ("back seat presidents" or "Founder's syndrome"); burned out leadership; small, rotating leadership, or no leadership.
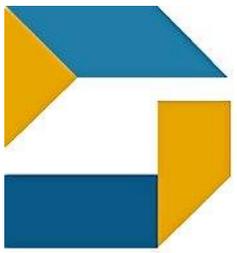
Takeaways About Components (2)

- Small components require a small group of volunteers to exert considerable time, energy, and resources to maintain the organization

- This leads to burnout, lack of fun, difficulty in recruiting new members

- PDI resources are helpful, but still require significant effort to translate into local resources

- Bottom line: fewer resources and volunteers inhibit ability to recruit new members, do outreach to hospitals and health systems, run the organization, plan conferences, etc. – in other words, it's just harder to do all the things.
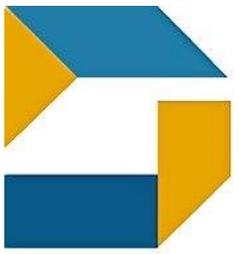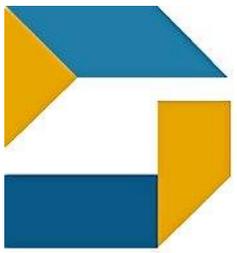
Observations About the National Office

National Office/National Policies - Programs

- Folks generally give the staff kudos and expressed warm feelings toward them.

- High marks around Clinical Practice and Standards and Guidelines

- Questions or concerns about policies, procedures, and/or practices:
  - Long lead times on several things (scholarships mentioned several times) are a discentive/barrier to participation
  - Submission process is "archaic" – needs to be more flexibility
  - Education resources not easy to use; other organizations' tools perceived as much easier, better, user friendly (ACCN, CAL BRN)
  - Question whether the deadlines/processes are truly necessary or are a function of "it's how we've always done it"?

- Desire for ASPAN to be more engaged and active in outreach to hospitals and health care systems to promote value of membership.

Recommended Proposals
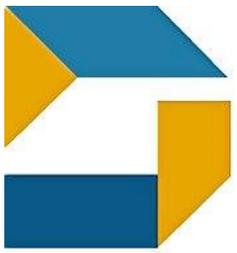
Principles Underlying the Proposals

1. ASPAN will continue to be the premier voice in promoting, empowering, and establishing excellence in perianesthesia nursing practice.

2. ASPAN will continue to support the personal and professional development of the nurses in this unique practice specialty.

3. The structure of the national and local organizations should ensure a meaningful and sustainable membership experience for all members without imposing an undue administrative burden on a limited number of members.
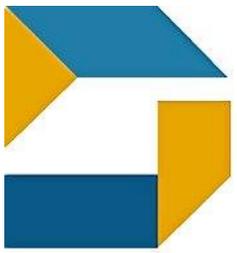
Long Term Goals of Proposed Changes

1. ASPAN's organizational structure (nationally and locally) will be enhanced to reduce administrative burdens (especially for smaller components), improve long-term sustainability, and allow more focus on continuing education, professional growth and development, and member relationships.

2. ASPAN's national office will provide additional administrative and management support for local components to reduce the components' administrative workloads and enhance the availability of local resources for program activities.

3. Professional Development and Education Offerings will be offered to members for free or at lower costs, and access to those programs will be streamlined, modernized, and made more accessible to members.
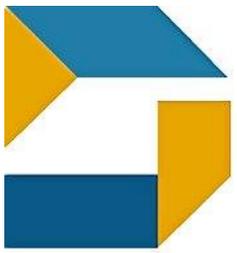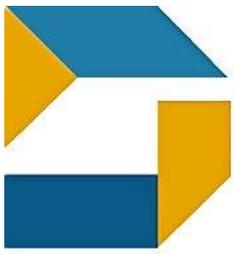
Proposals: Summary

1. Local components will combine into 10-15 Regional Chapters across the country, based on geography and commonality of member interests, to serve the local needs of ASPAN members in those regions.

2. ASPAN's national office staff will provide administrative and management support, including fiscal sponsorship, to Regional Chapters (become a "member driven, staff supported" organization).

3. Professional Development and Education offerings will be enhanced by providing free resources to members and eliminating barriers or obstacles to easy access.
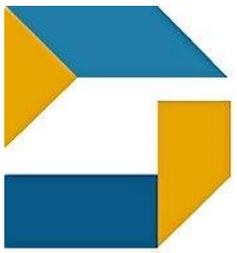
Recommendation 1:
Create Regional Chapters

"Components," Per ASPAN's Bylaws

Section 6.2 Component Organizations.

<mark>The component organizations of the Society shall be duly chartered regional structures that exist to serve the needs of the membership at the regional level</mark>. All component organizations shall be chartered by the Society through the Board of Directors with ratification by the Representative Assembly in accordance with policy and procedure.
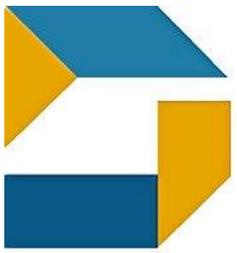
Creating Regional Chapters

- Create 10-15 Regional Chapters based on geography and commonality of interests (state/population centers).

- Primary function of Regional Chapters: provide education, networking, and professional development opportunities for members.

- Leverage size and success of existing components (PANAC, TAPAN, NPANA, RMPANA) to serve as foundations for some of the Regional Chapters.

- Create critical mass of members in each Regional Chapter to provide talent pools for Regional leadership and sufficient financial resources to support Regional programming and activities.
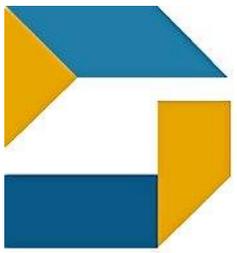
Regional Chapter Structure & Policies

1. Each Regional Chapter will use the same bylaws, policies, and practices to ensure consistency and application of best practices across the organization.

2. Create synergistic branding with ASPAN to enhance presence nationally: "Region Name" + SPAN – stress "Society of PeriAnesthesia Nurses." (Current component names are confusing and inconsistent). For example only: Great Lakes SPAN; Mid-Atlantic SPAN; Pacific Northwest SPAN.

3. Create local "affiliates" or "gatherings" or "divisions" in each Regional Chapter: based on state or metro areas – to facilitate in-person gatherings and networking. Local groups would have no formal governance structure or financial/administrative functions or responsibilities.

Regional Chapter Governance Recommendations

1. Each Regional Chapter will be governed by a Board elected by the Regional members.

2. Board terms and Board officer terms will be subject to term limits: prevent "entrenched" leadership.

3. The Board will include representation from each state in the region plus at-large members (*details TBD; could vary from region to region, or be consistent across whole organization*).

4. Board leadership should rotate geographically to ensure one or more population centers will not dominate the regional leadership.

Combining Local Components Into Regional Chapters

1. Numerous details will be worked through with the components in the next phase of this process.

2. Existing funds and assets currently held by local components will remain under their control as designated/restricted funds (i.e., legacy funds will not be commingled with other component or Regional Chapter funds).

3. ASPAN will provide appropriate legal support to assist components with this transition.

4. Post-reorganization, ASPAN will continue to collect member dues, with Regional Chapter dues accounted for in separate, restricted funds under the control of the Regional Chapters.
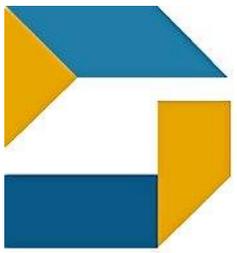
Benefits of Consolidation

1. Create critical mass of members to create larger pools for board and leadership candidates

2. Capture efficiencies of scale in planning and hosting conferences.

   o Leverage and share regional resources

   o Rotate "host" city throughout region – lessens annual burden on one set of volunteers

   o Create satellite in-person gatherings at local level for regional conferences (a "hybrid" virtual conference, with folks able to attend at the host city for full in-person experience, at satellite gatherings (with the access to the online feed from the host site), or virtually from home.

3. Lessens the role of local "gatekeepers" or ability of entrenched, long-time leadership to be a barrier to new leaders or new ideas.
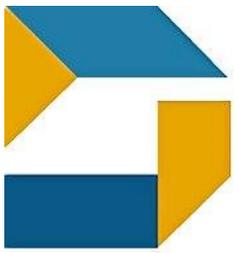
Current Regional Alignments

Region 3: 1858

Region 4: 2361

Region 1: 3454

Region 5: 2953
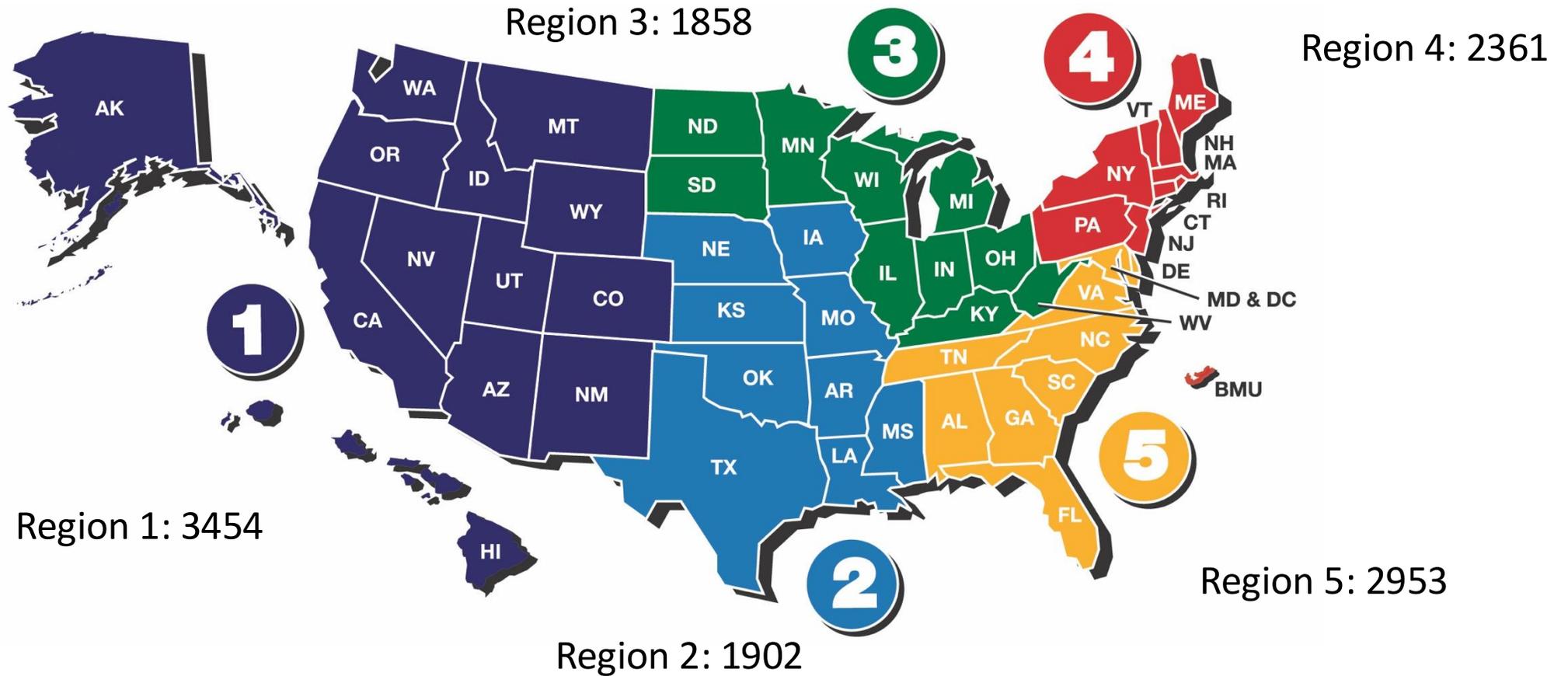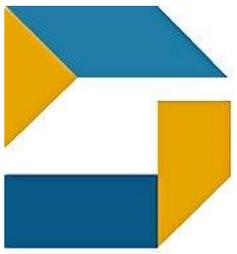
Region 2: 1902

Current Component Alignments by Region

Quick level set on relative size of current regions and membership:

Region 1	3,454
AZPANA	175
HIPAN	72
NEVPANA	89
NPANA (NW)	831
PANAC	1621
PANANM	68
RMPANA	539
USPAN	59

Region 2	1,902
ISPAN (IA)	87
LAPAN (LA)	200
MOKANPANA	203
MSPAN (MS)	45
NAPAN (NE)	71
OSPAN (OK)	139
PACNA (Ark)	51
TAPAN	1106

Region 3	1,858
ILSPAN	425
INSPAN	177
KSPAN (KY)	101
MAPAN (MI)	306
MNDAKSPAN	304
OPANA (OH)	291
WISPAN	221
WVSPAN	33

Region 4	2,361
CSPAN (CT)	96
MASPAN	382
MESPAN	89
NJBPANA	399
NYSPANA	622
PAPAN	594
RIAPAN	35
VTNHAPAN	144

| Region 5	2,953
ALAPAN	61
CBSPAN	485
FLASPAN	664
GAPAN	430
NCAPAN	594
SCAPAN	124
TSPAN (TN)	162
VSPAN (VA)	433

Note that Region 1 membership is nearly twice as large as Region 2 and Region 3.
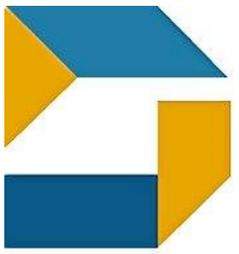
Example: Potential Regional Chapter Alignment
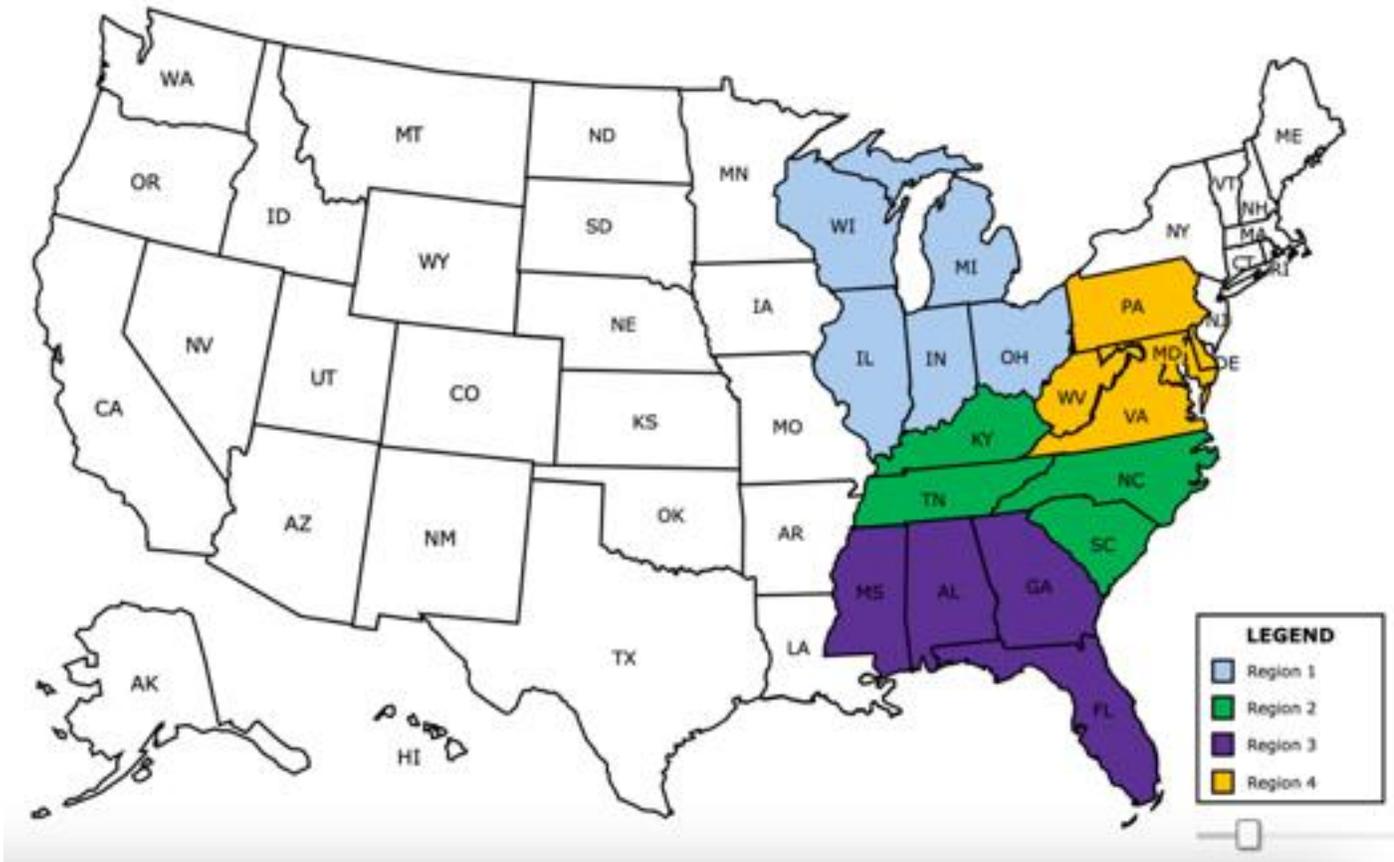
POTENTIAL REGIONAL CHAPTERS	
Combined Components	**Members**
Great Lakes SPAN (IL, IN, MI, OH, WI)	1,420
Southeast SPAN (MS, AL, GA, FL)	1,200
Mid South SPAN (TN, NC, SC, KY)	981
MidAtlantic SPAN (VA, MD, DC, PA, DE)	1,512
Northeast SPAN (Current states minus PA)	1,767

LEGEND
- Region 1
- Region 2
- Region 3
- Region 4
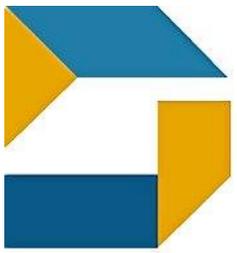
Future Planning Work

1. Define the size and scope of the Regional Chapters in partnership with local components.

2. Ensure that bylaws, policies, and procedures protect appropriate local interests within the regional structure.

3. Determine the legal status of the Regional Chapters and recommendations for the continuing status of local components.

   o Should Regional Chapters be separate legal entities or legally part of ASPAN?
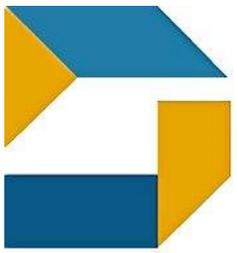
Future Planning, part 2

4. Develop an efficient transition process for local components to combine into Regional Chapters, with appropriate legal and accounting support from the national office.

5. Create designated, restricted funds to ensure that the legacy resources of current components remain under the control of the those component members after the restructuring.

6. Determine appropriate representation in the Representative Assembly for each of the Regional Chapters and their members.
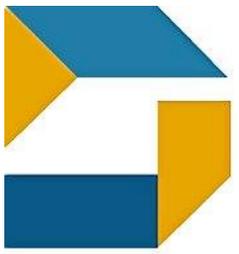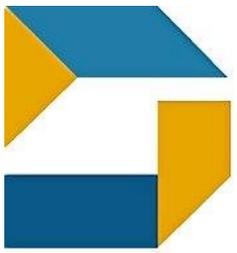
Recommendation 2:
National Office Administrative Support

National Support

ASPAN National Office would provide most of the administrative support for the Regional Chapters ("member driven; staff supported")

- ASPAN would be the fiscal sponsor for each Region; maintain financial accounts (Regions would have access and control of accounts, subject to financial policies)

- ASPAN would manage an online portal for each Region, which would house record keeping and document storage; also, ASPAN would maintain physical copies of non-digital records.

- National office resources could include:

  - Conference planning support

  - Technology support (managing websites, assisting in setting up virtual or hybrid conferences)

- Standard policies and procedures, tools and templates would be available for all Regions (create consistent "user experience" and set of resources across the organization)
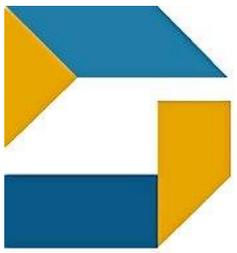
Issues and Considerations

1. Will require an analysis of what roles and responsibilities can be handled in house (including identifying additional staff capacity and expertise) or outsourced.

2. May require significant reconfiguration of staff over time depending on existing skill sets and expertise.

3. Might significantly increase staff and administrative costs at the national office; could require a reevaluation of dues structure between the regional components and ASPAN.
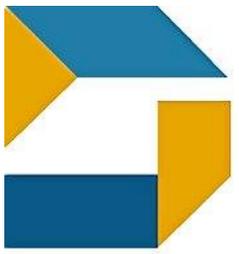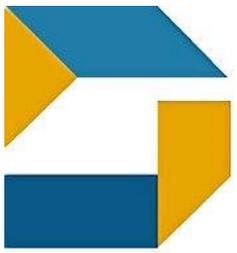
Recommendation 3:
Enhance Continuing Education and Professional Development Offerings

Education and Professional Development

1. Enhance Professional Development and Education Offerings
   - Offer free education sessions (CEs, contact hours) as part of ASPAN membership
   - Streamline and modernize education resources on website

2. Restructure and enhance leadership development programs to build strong pipeline of national leaders

3. Increase ASPAN'S outreach and brand awareness activities with major health care systems and employers

Process and Timeline for Approving Proposals
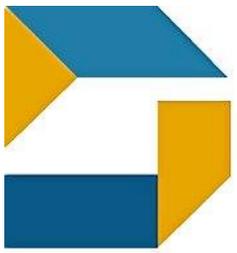
Process and Timeline for Further Development of the Proposals

1. Meet with Component Leaders (March 16-19, 2025)

2. General notice to full membership (newsletter article, etc.) (late March/early April 2025)

3. Present summary proposals at Representative Assembly (National Conference 2025) to obtain feedback.

4. Board will appoint a "Strategic Work Team on Organizational Capacity" to work through the details (including policies and procedures) of the three proposals (May 2025; work through calendar year 2025)

5. SWT presents final recommendations to Board for review and approval: December 2025

6. Proposals presented to Representative Assembly/membership: January 2026

7. Changes considered and voted upon: National Conference April/May 2026

8. If approved, the transition to the new Regional Chapter structure would begin in 2026, to be completed by January 1, 2027 (start of new fiscal year).

Thank you for your time and attention!

Questions and Discussion