



APsAA Strategy Task Force Report to Executive Council

As a guiding strategy, the 6-Point Plan has led APsAA through a time of positive change and growth. With the central tenets of the plan having been fulfilled, in June, 2019, APsAA President Lee Jaffe formed a new Strategy Task Force, led by Brenda Bauer (the full roster included in Appendix E). The Task Force was asked to review past organizational strategic plans to discern which elements might shape the association’s future and, ultimately, to provide recommendations on a specific strategic direction to unite the organization’s efforts and impact. Accordingly, the following recommendation is brought to Executive Council:

Recommendation

Acknowledging that the field of psychoanalysis, and the world at large, is at a time of great change, the Strategy Task Force explored which key **disruptors** (a term and idea that captures both the destructive and constructive attributes of change, such that the disruptive elements in an existing field necessarily beget innovation) to APsAA’s growth and vitality are of priority for APsAA in 2020. Rather than citing goal areas identified in previous plans reflecting the functional arms of the organization, the Strategy Task Force recommends that the Executive Council adopt the following Goals Areas, each corresponding to a key disruptor. Each Goal Area cuts across organizational silos and situates itself within the various functional arms of the association to integrate and unify strategic direction and execution of organizational plans to ensure APsAA’s future success.

In Appendix A, each goal is accompanied by an operational description of organizational success, as well as important underpinning questions for larger consideration. In this way, no single arm of the organization bears ultimate responsibility for change and realignment - rather, progress and growth will stem from collaboration and joint contributions. Such contributions to the creation of a subsequent strategic plan necessarily align organizational efforts and result in unified voice, solutions, community presence, and identity, ultimately producing a stronger psychoanalytic profession.

While all eight areas are key to APsAA’s future, their descending order is intentional, as those which appear first will inform and influence subsequent Goal Areas, as shown right.

Goal Areas
Candidates & Early Career Psychoanalysts
Diversities
Psychoanalytic Therapies & Healthcare Policy
Next-Level Governance
Perception of Psychoanalysis by Non-Psychoanalysts
Embracing Diversity of Thought
Relationship with Other Organizations
Engagement

For the Vote of Executive Council

The Strategy Task Force recommends the adoption of the above eight Goal Areas for APsaA. Such areas represent opportunities to succeed in the face of inevitable disruption. If adopted, this group has prepared “next steps” of action and planning outlined under the “Conclusions” section of this report.

The Strategy Task Force expresses its sincere appreciation to the Executive Committee and Executive Council for their leadership and partnership in this important work.

Method

In the fall of 2019, the Strategy Task Force started their work with a review of APsaA’s previous strategy pieces, a sample of which can be found in Appendix B. The review elicited a number of conclusions:

- Goal Area recommendations key to the functional organizational arms of APsaA
- Many elements of the Strategic Plan of 2012 remain important today amid sometimes minimal organizational attention in the intervening seven years, despite rapid change in most sectors of the world around us. Given rapid change all around us, is it valid to assume that APsaA, too, has been altered in its attempts to adapt to various forces around us? We believe that such an assumption is valid.
- Although the Strategic Plan of 2012 was presented within the functional areas of APsaA, and such functional areas remain relevant (one highly notable functional area, BOPS, of course, was sun downed as a function of the adopted 6-Point Plan), these goal areas are not aspirational nor motivational of organizational realignment or change. If one goal is to integrate organizational areas and functions of APsaA, the various silos inhibit our building partnerships between functional areas, and bridges to organizations and sectors outside of APsaA.
- The Strategic Plan of 2012 is both a helpful resource document and an artifact of a pre-6-Point Plan APsaA, but insufficient for creating the visionary goal areas that APsaA requires for 2020 and beyond.



Subsequently, two efforts were made to capture the views of both the Task Force and APsaA’s Executive Council on what disruptors currently shape our organizational landscape. All Strategy Task Force members and 35 Councilors participated in the survey. The results summary can be found in Appendix C. Seven key disruptor trends emerged, as shown in the table on the next page.

Disruptors
Candidates & NextGen
Gap of Unity/Voice of Polarization
Psychoanalysis & US Healthcare
APsaA Relationship with Other Organizations
Perception of Psychoanalysis by Non-Psychoanalysts
Diversity
Excitement & Belonging vs. Apathy

The Task Force met via ZOOM in early-December to review these findings and verify a communal understanding for each disruptor area.

Next, the Task Force gathered for a retreat in early January to synthesize the pre-work, craft a group vision of the future of APsaA, and discern the overarching organizational goal areas

that emerged from our survey findings. The retreat began with a process of each attendee sharing their vision for a future-APsaA that is thriving, meaningful, and impactful. Individual reflections can be found in Appendix D; however, the shared vision that guided the remainder of the work was the following:

Group Vision for the Future of APsaA

- The [Council-approved community vision of the organization](#) (formally adopted in 2018) infuses all aspects of APsaA – not only when we are together in meetings, but in the work of our leadership and Council, in the organization's relationship with local societies, institutes, and centers, on our listservs, in our relationship to our patients, to each other, to the world around us.
- All those involved in the work of psychoanalysis find APsaA as a place of growth, of enhancing their ability to help patients, of a place to contribute to a healthier world – and therefore the value of belonging to this community is felt, easily expressed, and inherent in the professional journey of a psychoanalyst
- The next generation of psychoanalysis-is a vibrant, engaged part of our organization today. We are committed to their shared insights, and integration in leadership. We invested in their professional journey – through mentorship, use of community resources, learning, and in the creation of relationships that they need to succeed.
- In policy, legal and public venues, APsaA provides a strong and consistent voice, expanding the awareness and influence of the robust data on the efficacy, cost-effectiveness, and advantage of psychoanalytic psychotherapies for the patients who need it and the costs in increased medical budgets, disability and suffering when it is not provided.
 - APsaA supports and promulgates robust research data identifying the advantages of extended and intensive psychoanalytic therapies for the chronically ill patients who cannot recover fully without it.





- In addition to studies on the efficacy and cost-effectiveness of psychoanalytic treatments, research also focuses on new insights and approaches to expand the therapeutic reach of our work and to contribute to a broader understanding of the human psyche
- Research as a priority for APsAA pursues discovery in order to gain new insights, find new approaches, and discover new meanings that can contribute to the world of academia and science.
- Diversity is not just welcomed in APsAA – it is invited, honored and cherished. Contemporary language that reflects this value is aspired to at all times, and employed around explorations and discussions about issues of diversity, and provides a model for others to build bridges, heal wounds, and bring diverse communities together.
- APsAA has neither an inferiority nor a superiority complex – instead there is a quiet confidence that stems from both the intellectual knowledge of our field, and an appreciation of what other fields can contribute to ours
- APsAA continues to evolve who it is, incorporating varied voices and perspectives in mutually beneficial context such that participation in the organization is a benefit to the individual participating and to the organization for their participation
- The value of belonging is tangible, providing resources, learning, and community for a successful career in psychoanalysis
- APsAA is able to make rational, progressive change in a nimble fashion
- We recognize conflict and address it through mutual respect and holding both ends of dialectic tension – knowing that change and growth requires stretching beyond the bounds of comfort to establish new norms and new opportunities that are built on the foundation of what has enabled past success.
- There is a growth mindset – growth of membership, of engagement, of relationships, of funding – and all arms of the organization unites around this growth.
- We honor and cherish those who have built and continue to support the organization – while we actively welcome those that may be new to the organization (whether new candidates, institutes, or importantly, those who aren't traditional psychoanalysts as the definition of who belongs to APsAA continues to evolve).
- This is the professional home, the community of psychoanalysis – and we treat each other as a community would – disagreeing at times, but at all times loyal and supportive of each other – as we know that success hinges on shared visions, functions, and strivings.



APsaA Vision Statement

Approved by Council in 2018, the Task Force also took a moment to focus on APsaA's mission statement as a place of guidance:

The American Psychoanalytic Association, valuing the development and complexity of the mind and human relationships, seeks to advance clinical, scholarly, scientific, and social progress.

Disruption to Opportunity

The Task Force then turned its attention back to the key disruptors facing APsaA and crafted brief visions of what APsaA would look like if each disruptor could unite the varied organizational arms and through their work find strength and success. The Task Force group then crafted fundamental questions that subsequent strategy groups can use as a focus for future efforts in each area. The summary of this work can be found in Appendix A.

Though there were seven disruptors identified, you will note that there are eight areas of focus. After a review of the seven areas, the Task Force identified an underlying additional area of organizational focus that is key to the rest - the continuing evolution of APsaA's governance.

Although the functional arms of the organization will continue to drive value and effort - the Task Force group concluded that the goals of the organization should be visionary across functional areas. Organizational goals should lead APsaA into the future and such goals should reflect the challenges to APsaA, which represent opportunity for greater impact of psychoanalysis. Therefore, the Task Force presents the eight goals areas for Council's consideration.



Conclusions

The presentation of this report concludes the work of the Strategy Task Force group.

- Upon adoption of the eight goal areas, APsAA leadership should appoint a subsequent Strategy Task Force to pick up the mantle for “next steps,” which may include:
 - Working in partnership with staff to map out how current organizational efforts align into the goal areas
 - Determining what the flow of working on the goal areas should be, knowing that simultaneously working on all eight simultaneously will exceed organizational capacity
 - Set strategies of priority within the goal areas - what efforts should be a focus of APsAA in each?
 - Discuss the drafted questions and explore what arms of the organization can contribute to a deeper understanding within each
- Goal area work and the efforts and value opportunities they produce will require organizational resources for success. The Strategy Task Force would like to **emphasize the need for new revenue streams** if successful plan design and execution is to be achieved.
- The Strategy Task Force would like to identify that, by choosing goals that reflect environmental disruption, APsAA should also factor in the need to return to **review the disruptors and the aligned goal areas of success on a regular basis** (perhaps every 2-4 years), as the surrounding environment continues to change
- Within the work of the Task Force, the APsAA mission statement and the community vision statement proved to be **incredibly valuable**. The Task Force would recommend that organizational leadership reflect on how to continue to incorporate these guiding pieces in a proactive way, i.e. perhaps resuming the practice of reading it at significant moments during our meetings or finding new ways of integrating them into organizational life.
- While their work is concluded, the Strategy Task Force realizes that the **communication of intent and vision** of the recommended goal areas is key to its success. As such, they are willing to continue in an adjunct capacity to serve as communication consultants, telling the story of strategic intent and direction, working to build bridges between the arms of the organization.



Appendix A: Goal Areas, Visions of Success, Initial Questions

Goal Area	<i>Candidates & Early Career Psychoanalysts</i>
Vision of APsaA Success	<p>All candidates join APsaA and see APsaA as their national educational and professional home. Candidates feel valued, connected, and integrated into committees and are active contributors at all levels of the organization. There is a smooth and meaningful transition after candidacy with a focus on early career psychoanalysts, in terms of improved networking, developing relevant programming, opportunities to present nationally, as well as professional and leadership development. For both candidates and early career analysts, APsaA is a place for development of peer and professional networks.</p> <p>Candidates and Early Career Analysts experience APsaA as tangibly adding to their professional development and financial success, in ways that may include referrals, CME/CE at a reduced rate, or learning that adds value to their practice.</p>
Initial Questions	<ol style="list-style-type: none"> 1. What do candidates and early career psychoanalysts want or need from APsaA? 2. How can APsaA provide what candidates and ECPs need and communicate that to candidates and early career psychoanalysts? 3. What is keeping 50% of candidates from joining APsaA? 4. Why are we losing membership of early career psychoanalysts?

Goal Area	<i>Diversities</i>
Vision of APsaA Success	<ul style="list-style-type: none"> • APsaA is a richly diverse organization as a professional home to those with a wide range of theoretical orientations. The leadership and membership includes significant representation with respect to (alphabetically listed): age, ethnicity, gender identity, language, nationality, physical ability, race, religion, sex, sexual orientation, and socioeconomic status. • APsaA is open not only to individuals with a traditional psychoanalytic and psychotherapeutic practice, but to those who provide services to different/broader range of populations (i.e. organizations, disciplines or agencies). • APsaA supports and encourages meaningful disagreement and discussion that can occur respectfully, and inspire growth and understanding in workgroups, programs and within governance. <ul style="list-style-type: none"> ○ APsaA recognizes that creating respectful and meaningful



	<p>dialogue around diversities is a challenge worthy of our pursuit.</p> <ul style="list-style-type: none"> ○ APsaA proactively seeks increased diversity and the resulting, accompanying cultural change to the Association.
Initial Questions	<ol style="list-style-type: none"> 1. How do we recognize, support and extend the current efforts in increasing diversity? 2. How do we create the conditions for deepening uncomfortable discourse to truly change? 3. What keeps diverse populations away from APsaA? 4. In what ways are we maintaining barriers while thinking about “being open to diversity”? 5. Where do we need to allocate funds to support diversity and where do we get it?

Goal Area	<i>Psychoanalytic Therapies & Healthcare Policy</i>
Vision of APsaA Success	<ul style="list-style-type: none"> • Members know data of our cost effective successful treatments and costs of not using them with our particular patient cohort and who our patients are. • APsaA is working with leaders who can make policy and adding to lawsuits that violate parity. • Members know that analytic treatments are cost effective by reducing symptoms and uniquely change interpersonal relationships and also protect families and children.
Initial Questions	<ol style="list-style-type: none"> 1. Why don't members/leaders/population know the value of Psychoanalysis and know who our patients are? 2. Why don't members/leaders/population know the data of effective treatment and know the costs of non-effective treatments? 3. Why don't members/leaders/population know the US/State/Local laws requiring parity 4. Why do we feel so helpless?



Goal Area	<i>Next-Level Governance</i>
Vision of APsaA Success	<ul style="list-style-type: none"> • Information flows in a bi-directional fashion among ExCom, Council, Societies, Institutes, Committees, Members, & Staff • As challenges & opportunities arise decisions are made nimbly & thoughtfully with adequate representation • Societies & Centers care about their Council representation & give input to & share information from their Councilor • Locally groups are actively engaged with their councilor on the workings of APsaA • The right people with the needed skills, experience & commitment to address the needs of the organization are chosen to serve, doing so with enthusiasm, pride, and commitment
Initial Questions	<ol style="list-style-type: none"> 1. Are we able to optimize in our existing structure or do we need more radical change? 2. What are the obstacles to nimble decision making & free flow of information between all stakeholder groups of the organization? 3. How do we ensure consistency of excellence in the leaders chosen to serve APsaA?

Goal Area	<i>Perception of Psychoanalysis by Non-Psychoanalysts</i>
Vision of APsaA Success	APsaA is a vital contributor to adjacent professional fields and the general public. We are a resource to those seeking helpful treatment and an exciting desirable profession. We elaborate an evidence-based treatment.
Initial Questions	<ol style="list-style-type: none"> 1. Do we believe we are relevant to other professional fields? 2. How do we access other professions and the public? 3. What are present-day perceptions of APsaA and psychoanalysis?

Goal Area	<i>Embracing Diversity of Thought</i>
Vision of APsaA Success	<ul style="list-style-type: none"> • An educated APsaA membership about the history of what undermined public awareness & support of psychoanalysis & effective remediation • Engaged and respectful with means of productive disagreement within the APsaA membership • When disruptive disagreements occur, attention is given to creating a space to resolve conflicts and promote reconciliation • Respect for institutional choice



Initial Questions	<ol style="list-style-type: none"> 1. Why are APsAA members unaware of that which predates us, and what are the remedies for the decline of psychoanalysis practice & value? 2. What prevents us from unifying in our own best interests? 3. What prevents us from repairing schisms, ruptures, and their underlying causes?
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Goal Area	<i>Relationships with Other Organizations</i>
Vision of APsAA Success	<ul style="list-style-type: none"> • We have a mutually beneficial and necessary relationship with APsAA institutes and societies and centers • We feel free to attend other group’s meetings, and we welcome other groups to ours (APsAA, Division 39, AAPCSW, IPA, NAPSAC, Consortium, etc.) • We have a key role in the branding of psychoanalysis and psychoanalytic psychotherapy • We are part of academia in medicine, psychiatry, psychology, social work and the humanities • We are involved with and respectful of other organizations (psychoanalytic, group, CBT, etc.)
Initial Questions	<ol style="list-style-type: none"> 1. What are we doing to internally inhibit our relationships with other organizations? 2. What do other organizations want from us (our institutes, competitors, academia)? 3. What do we want from them? 4. How do we non-defensively learn from others? 5. How do we welcome others?

Goal Area	<i>Engagement</i>
Vision of APsAA Success	We are a robust, lively association that’s a lifeline to our community. People of all generations and disciplines are engaged at their comfort level. Meetings are so worthwhile that people want to invite their friends
Initial Questions	<ol style="list-style-type: none"> 1. Why aren’t people excited? 2. How do we change without alienating traditions? 3. How to increase involvement? So it isn’t always the same people and same volunteers



Appendix B: The PDF of the 2012 plan

This can be found as a separate attachment

Appendix C: APsAA Disruptor Perceptions

The strategic direction of the organization should align the unique strengths of APsAA to create the right solutions to the greatest needs of those the organization represents. What follows are perspectives of those needs. The input of the Strategy Task Force has been categorized into key Disruptor Areas, with individual perspectives of each aligned to each topic:

- Candidates & NextGen
- Gap of Unity/The Voice of Polarization
- Psychoanalysis & \$\$/US Healthcare
- APsAA Relationship with Other Organizations
- Perception of Psychoanalysis by non-Psychoanalysts
 - How do we take in the knowledge and perception and make use of it for the good of psychoanalysis and give out?
- Diversity
- Excitement & Belonging vs. Apathy

At the end of this resource document is a summary of the areas of key disruption as perceived by the larger APsAA leadership body which demonstrate strong resonance to the topics above.

We will need a priority list.

We need to think about how we are going to help the organization accept change.

Candidates & NextGen

- We need to pay more attention to the recruitment and support of the younger people just beginning careers. We have largely ignored them except to train them. They need help establishing the small business that is a private proactive or taking position in agencies or other entities that could use our knowledge. We also have excluded from our own governance structure so that only someone who has been around forever really has the influence, thus also cutting us off more from the real world out there.
- It is difficult for early- and mid-career analysts to become actively involved in leadership of local institutes and APsAA because of other life-stage demands (e.g. raising families, earning a living at a time that is more difficult for our profession to make a living wage, etc.), and thus, psychoanalytic institutions are too often controlled by a few much more senior analysts who are nearing retirement, and sometimes hold fixed (and dated) beliefs about the field and how institutions should be run.
- Lack of programs for recently graduated analysts to motivate their staying connected to APsAA and also to be active in the organization



- We must do everything we can to attract, accept, support, recognize, promote, honor, and acknowledge the talented young. This includes embracing new ideas and new organizational structures. We must make psychoanalytic training and APsAA membership more affordable. No fair balancing the APsAA budget on dues from young people while giving a discount to older members.
- I hope that APsAA will continue to develop its candidate and recent graduate membership. The candidates who are involved in APsAA are excited to be connected to those from across the country and find new communities here at the national level. What about the 50% of candidates at APsAA institutes who are not joining the association? What are their needs and how could we better connect to and support them? How can the organization place more emphasis on early career analysts in terms of their connections to APsAA and their development of links to one another and to the organization? What is this group needing from APsAA other than the completion of their training?
- We find the meeting enlivening, challenging, and the programming rich. How do we keep the same richness, depth and traditions while also finding ways to give opportunities for younger generations to present at meetings and to create programming that is more accessible to newcomers. It is possible as a young-ish person developing one's career to submit program ideas and presentations to other association's annual meetings, while at APsAA it is not as common for candidates or young analysts to present unless they are part of candidate-specific programming or are individually asked to present on a panel. Often young analysts are using their CE or vacation time to attend an APsAA meeting, and in addition to enriching their learning and gaining CE credits, they are also trying to build their own clinical and presentation skills and build their CVs. As an extension of this issue, how do we create content and connection for those who cannot afford to come to the national meetings? Increasing accessibility to programming via online technologies, podcasts, zoom meetings, will likely need to be part of our future.
- Over the past ten years our associations members have become much older pushing the mean age ever upward. Difficulty recruiting younger members fuels the belief that we are on the way out, which threatens to become a self-fulfilling prophecy.
- This is analogous to the aging of Baby Boomers. The "birth rate" of psychoanalysts was at its highest decades ago, when psychiatry departments fed young psychiatrists regularly into psychoanalytic training with a strong analytic foundation from residency. We now have more senior members, not paying dues, than active members. We have to raise the birth rate.
- The average age of members is too old. This is analogous to the aging of Baby Boomers. The "birth rate" of psychoanalysts was at its highest decades ago, when psychiatry departments fed young psychiatrists regularly into psychoanalytic training with a strong analytic foundation from residency. We now have more senior members, not paying dues, than active members. We have to raise the birth rate.



“LACK OF DIVERSITY IN MEMBERSHIP BASE. BUSINESS MODEL IS CURRENTLY HEAVILY DEPENDENT ON OLDER MEMBERS WHO PAY LESS DUES AND WHOSE NUMBERS ARE DECLINING.”

Gap of Unity/The Voice of Polarization

- The style of having conflict within APsaA is disruptive in that it has taken the form of stand-offs, law suits and refusal to listen to opposing views. Giving consideration to the role played by unconscious group dynamics would open an avenue to processing conflicts among us and would likely promote a change within the culture regarding management of conflict. To date the organization has been unwilling to consider this possibility in a serious way.
- Our listservs were filled with disrespect and venom. Many people resigned from the listservs or the organization because of this. The lists have gotten calmer and more respectful. There is still too much internal bickering on the lists and/or talk about obscure topics.
- We spend our days with patients helping them understand how they defeat themselves. We then seem destined to spend our nights and weekends doing the same to ourselves. Internal bickering about TAs, choice, authority, what defines analysis, etc.
- Rather than focusing on what unites us, too often as a profession we have focused on what divides us. Though it is human nature to focus on how we are different from others, rather than what we have in common, this has been and remains a problem for analysts. Whether looking through lenses of division in terms of differing theoretical models, TA/SA status, candidates vs. graduate analysts, psychoanalysts vs. psychotherapists, three vs. four or five days a week, etc, our focus on these differences in ways that are contentious sap our energy and prevent a more inclusive, broad-reaching, and open approach that could encompass more of our colleagues and share our passion about psychoanalytic practice. Unfortunately, the narcissism of minor differences in our association and our profession may leave people disconnected and dispirited about psychoanalysis-- the very thing that all of us have dedicated our lives to doing. The hierarchical nature of our national organization and our local institutes historically--from TAs to graduate analysts to candidates, leaving out distance candidates until recently and dynamic therapists entirely--has contributed to people sometimes feeling displaced and devalued.
- Struggles within our association over the TA system and power, along with a toxic listserv fueled the perception among candidates and members that our group has become toxic, and to be avoided.
- Polarization is a worldwide political and social phenomenon. From where I sit, this is much better than it was before the 6-point plan, but the "BOPS Crowd," for lack of a better term, remains a disenfranchised, disillusioned group, grumbling behind the scenes, while no longer very visible within APsaA Leadership. I learned about this when I attended a Princeton Group for the first time this year. This is a group of hundreds of mostly senior psychoanalysts, some of whom are disgusted with the direction of APsaA, and have given up any meaningful affiliation. But the innovations are necessary! What to do?
- These are "disruptors" in the sense that the evolution of systems involves deintegration, followed by reintegration. I think we are going in the direction of change on all of these issues, but they have to go through their process, and hopefully gain buy-in. In the meantime, there is a widespread feeling of chaos, with adherents on both sides angry at the other.
- It will be a challenge to embrace diversity, welcome new ideas, and simultaneously avoid an "anything goes" approach. Innovations such as the Psychoanalytic Scholarship Forum at APsaA meetings will help create and foster an "agora" in which members of a wide community can be in conversation. But we need to do a lot more in relation to this issue in order to avoid either falling apart or unduly narrowing ourselves.



Psychoanalysis & Funding/US Healthcare/\$\$

- Over the past several decades historic economic inequality has made psychoanalysis far beyond the reach of all, but a relatively small group of affluent Americans. This situation has been heightened by insurance companies refusal to pay for treatment as medically necessary and psychiatry moving en masse toward more lucrative psychopharm practice. There is no end in sight for this trend.
- Psychoanalysis is expensive for our patients, and it is costly to train. One of my colleagues just calculated the cost of his training, and with all the costs plus time and deeply discounted training fees, and he calculated his training cost over 500 thousand dollars. This is a huge financial burden. When the prestige of psychoanalysis is perceived by the public to be in decline, and psychoanalytic thinking is taught and valued less in psychiatry training programs, psychology programs, and social work programs, how can we make an argument to spend hundreds of thousands of dollars for analytic training? All of us are here because we believe in it and chose to pursue analytic training, how do we think about the costs in terms of recruiting a new generation and also caring for those who are already in the midst of it and struggling with the costs of training? Furthermore, how do we broaden the accessibility of psychoanalysis to our patients in an era in which insurance is not consistently paying for treatment?
- Expensive Training - The expense might contribute to the lack of young people entering the profession
- Over recent decades the rise of managed healthcare and the growth of the health insurance industry has impacted the perception and use of psychoanalysis negatively. We are usually reacting rather than thinking proactively. The profit motive within the industry has had undue influence and we have ignored our role in that change. Somehow we need to continue to the current healthcare establishment but not be compelled to compete with it or allow ourselves to be overtaken by it. Our uniqueness is the key: for particular problems and situations we are definitely the best solution, but we are not THE solution for all problems and situations.



APsaA Relationship with Other Organizations

- While we are finally fighting somewhat less internally and simultaneously looking at our relationships with other professional organizations like both APA's, IPA NAPsaC, Division 39, we need to continue and increase it. This matter is closely related to our history of isolating ourselves, but not identical. Approaching these entities collaboratively has not been our approach historically and contributes to our being disliked and devalued. Standards are important but not when they are touted in a way that devalues the other.
- Strengthening the connection between local institutes and APsaA is probably the single most important issue that we should be attending to on the membership side of our organization. This is largely what is responsible for candidates not becoming members of APsaA and not joining once they graduate. There should be a "PR" campaign organized around a full-court press to get local institutes to have 100% of all society and institute members join APsaA, and be well-versed as to why local members should join and become involved.
- Partners/Competitors - Competing with them not only on educational initiatives, candidates programs, etc. but also on the time and energy of our own members/volunteers. Also, collect mandatory dues for IPA, making are our dues levels look more onerous.

Perception of Psychoanalysis by Non-Psychoanalysts

- There has been a diminishment of psychoanalysis as a cultural idea, a treatment, and a system of financial and psychological rewards for members. There has been a narcissistic injury throughout.
- In recent years the role of objective facts and expertise has been diminished in large parts of the population as political tribalism has gained ascendancy. This has been a factor further diminishing the influence of psychoanalysis and anything smacking of a "life of the mind" for the majority of Americans. Many believe that we have already ceased to exist if they know who we are at all.
- Psychoanalysis is this amazing, mind-blowing, life-changing entity that can appear to be trapped in an outdated, stodgy, misunderstood body. In this current culture in which anyone can get whatever they want, when they want it, in ten minutes with the click of a keyboard, including therapy on an app on our phones, it is our challenge to show how we are different. It is our challenge to make psychoanalysis known as the life-changing, powerful, meaningful path towards change and deep authenticity, rather than the dusty old theory that no one uses anymore. How do we do that with the public, with students in psychiatry, social work, and psychology training programs, with potential trainees or candidates, or with therapists who may be wanting to learn psychoanalytic thinking? On an association level, how can we similarly help analysts and therapists see APSaA in its liveliness and possibility rather than bogged down in tired and past conflicts?
- People out there think we don't exist anymore or we're stuck in rigid old ways. They've bought the idea we're for the rich worried well who have no problems and we don't help. They have accepted the insurance pharm CBT idea of standardized treatments that are research supported. We've hurt our cause by leaving academia, but arguing that there's lots of research to support us doesn't seem to work. My impression is that we're now more often a treatment when people have failed all the other treatments and that instead of the worried well we're really treating the very disturbed folks who have tried all the other options.
- Psychoanalysis is not taught or respected in psychology departments, psychiatry training programs, or social work programs
- Widespread ignorance of psychoanalytic theory and mode of treatment, or antiquated views that dismiss psychoanalysis
- I think that because our public and professional (i.e. amid the mental health professions generally) profile has been diminished over the past several decades for already well-documented reasons, it has been the tendency to be defensively insistent upon how correct, brilliant, and unique we are. Perhaps this has improved in more recent years, but it is still enough of a perception of us that we need to attend to meaningfully with the public and among the mental health professions in a unified and consistent way.

VISIBILITY = SUCCESS

“Most training programs in psychiatry and psychology offer limited or no exposure to psychoanalysis or psychoanalytic psychotherapy.

Faculty and administrators in these programs have very antiquated ideas about what psychoanalysis is. In order to perceive the added value of psychoanalysis in clinical, theoretical, and research realms, exposure to new information in these areas is required.

We must gain their attention long enough to present the key information -- especially through research.”



- APsaA and psychoanalysis has been content with and actually at times promoted isolation from other professional realms, thus playing a role in being viewed as elitist, rigid and out-of-date. We would do well to interact more with other fields such as academia, i.e. departments of anthropology, literature, etc., business (consulting), government including active participation and advocacy. Lack of communication and cross-fertilization contributes to the world view that psychoanalysis no longer has anything to offer to the world.
- Discoveries in relation to trauma, child development, emotion regulation in mind and brain, process and outcome research in intensive psychoanalytic treatments, basic motivational systems in human beings, and focused psychoanalytic psychotherapies based on psychoanalytic principles are capable of disrupting antiquated assumptions about treatment and the mind. It is not a matter of biological approaches versus psychological approaches. Rather, a sophisticated biological approach is profoundly psychological in its grasp of the relationships between body and mind. Similarly, a sophisticated psychology is profoundly biological. We must gain the attention of the intellectual world, and especially our colleagues in allied disciplines, so that they will take account of findings in our field that disrupt old assumptions.
- I worry that given the limits of human attention and focus, and very serious existential issues such as climate change and the relentless demands of the digital age, that the public may think of us as "navel gazers" at a time that demands real action, if they are aware of us and what we have to offer at all!
- Technological innovation has enabled startling growth in the ready access of information and communication, driving cultural expectations, especially amongst the young, that data, resources, and contact can happen at warp speed, often without human contact or reflection. In this context the relatively slow moving psychoanalytic process can seem like a relic from the ancient past.

VS. Evidence Based Competition

- The advent of CBT and other programmatic and relatively short term approaches has synced perfectly with conditions of economic scarcity. Predictably, insurance companies have latched onto the evidence based idea as a means to justifiably reduce their outlays and increase profits. This approach has gained ascendancy in the profession of psychology and beyond.
- See Shedler's 2010 seminal paper. Psychoanalysis has produced copious evidence of the efficacy of psychoanalytic treatments, but the conviction persists that the kind of evidence produced by more reproducible treatments constitutes the best or only evidence. In a peer review with a psychiatrist from Magellan recently, I presented a comprehensive picture of how the patient's deeply ingrained maladaptive defenses were now manifesting in the treatment relationship, where we can work on them, she brushed this all aside and said that the patient's improved symptoms didn't warrant continued intensive treatment.
- Therapeutic Alternatives - CBT, etc. Lower cost, less investment of time, faster payback

Diversity

- APsaA must confront its long-standing marginalization of psychoanalytic psychotherapy in relation to what Sigmund Freud called the "pure gold" of psychoanalysis. This issue is very fraught, and not only because of old allegiances. We must examine the issue with genuine intellectual rigor in order to be



sure that we are neither rigidly rejecting what is new nor uncritically going along with what is convenient or easy.

- These issues have roiled our Association and will continue to do so. It is crucial for us to pay close attention to our history, and especially to our current troubles in these areas. In one way, we are descendants of privilege, while in another, many of those who arrived from Europe were fleeing persecution, just as Freud had to flee to England. That history makes it hard for us to see clearly where we act from privilege now. If we confront these issues well within APsaA, we will have an opportunity to offer something valuable to other organizations and to the academic press.
- APsaA has begun to give increased attention to diversities in terms of our education, outreach, and welcome, though we as a field and we as an association have much more yet to be done.

Excitement & Belonging vs. Apathy

- There seems to be a preponderance of apathy that prevents most APsaA members from becoming more involved with the association, pioneering innovative programming that is aimed at the public, and free-standing independent institutes that don't seem motivated to join APsaA, even if we were to extend an invitation.
- Our meetings are often quite boring. People reading papers to a small group and not engaging them in a conversation. Questions are often discouraged. There is a sense of hierarchy in which your ideas can't be valued until you've been around a lot longer and then you'll really understand things.
- This is another type of self-sabotage in which we make it very hard to join and feel welcomed and valued. Making it hard to join and/or kicking people out is a great strategy for building group cohesion, but it is dependent on having a group that a lot of people want to join. We pushed away candidates by not letting them vote. We pushed away psychologists and social workers by not letting them join or requiring them to get special waivers. We pushed away institutes by saying they weren't doing analysis the correct way. We continue to push away analytic therapists by saying they're not doing analysis so they can't be in the club. The vacuums we created have been filled by Div 39, AAPCSW, Academy, etc.
- Many members don't identify our national organization as a vital part of their professional life. Recent regional programs put on by the DPE are a great start toward bringing APsaA's significance to the members where they live, or near to where they live.
- Our governance structure is Currently configured into various silos who represent different interests resulting in a lack of holistic thinking. This is both on committee/departement level but also with Council who given election structure can be seen to represent societies to APsaA rather than APsaA first.

Governance Disruption

- Size of Council is a challenge – the system needs to be more nimble
- Communications systems within governance and governance to membership are based on prior trust gaps
- How is the governance structure aligned to enable progress?
- Continued disconnects between organizational stakeholder groups (ExCom/Council/Committees/Members/Staff)
- Consistency in Councilor Election encouraging diversity, ensuring quality and commitment
- In new governance structure, are officer positions aligned?



Disruptor Perspectives from the Broader Leadership:

- **Insurance/Reimbursement** - Financial incentives of medical insurance and drug companies that have carved up medical services in a cost-saving/for-profit way
- **Short-term Non-dynamic Therapies** - Questionably structured RCT's to promote their brand and to discredit long term dynamic treatments that our particular population of patients need
- **Overarching Anti-psychoanalytic bias of mental Health Disciplines**
 - In particular, the awareness of the relevance of psychoanalytic thinking and treatment in psychiatry departments, psychology departments
- **Internal Battles and Attacks of One Another** - The circular firing squad in our own midst that argues for particular brands of analytic theory
 - There is a "starfleet academy" mentality that we are the best of the best. Nearly every member has been injured by attacks from other members who believe they are preserving out purity and integrity. This extends to the broader culture. Everyone recognizes that we do it, and we keep doing it.
- **Shrinking Membership, Aging Membership**
- **Diminishing Organizational Financial Resources** – how do we find revenue outside of membership
- **Licensing Boards**
- **Poor Communication Skills**
- **Awareness of Psychoanalysis** -- In an ever noisy world, how do we get the message and awareness of psychoanalysis out to the public? How do we present the research proving the efficacy of psychoanalysis?
- **Diversity and Inclusion** - Despite our clinical sophistication, we are not yet skillful in dealing with powerful and conflictual issues of race, sexuality, and especially historical inequality, as they affect us today
- **Bleak Economic Outlook for Candidates** – How many hours will you have to put in to make a living, how do you find patients
- **Conflicts with the IPA**
- **Residual Anger/Resentment for Those APsAA Once Shunned**
- **Unrealistic Training Standards**
- **Vestiges of BOPS-era Attitudes**
- **Tendency towards an Anything Goes Mentality**
- **Conservatism of our Analysts**
- **Technology**
- **Confused and Uncertain about Distance Training**



Appendix D: Individual Visions of the Future of APsAA

When asked to picture a thriving future for APsAA, images and words that emerged included:

- Community that is engaged, supportive, nurturing, growing
- We value each other
- Our nature as a family is a key part of our identity such that it would seem odd to hear of anyone in the field that isn't a member – why wouldn't you be a member. Not belonging is inherently self-defeating
- Alive, important, vital
- Personal and authentic in its relationships
- Inter-generations
- Diverse
- Open Minded
- Welcoming
- Unafraid
- Curious from the inside looking out and vice versa
- Mutually engaged with one another in the organization, with our patients, with our peers, with the public, with the institutes, with the media
- Mentoring up and down and peer/friendship relationships side to side
- Educational and research focused
- Rooms with open door
- Not exclusive – of those long or new
- Nimble and responsive
- Connected – politically, to insurance, to leadership and power, to other organizations – especially to each other
- Advocacy for our patients and our profession
- Younger demographic with vibrant ECT programs – including young people is something that goes through all the arms, sections, committees, departments
- APsAA is diversified – racially, ethnically, gender – active educational programs teaching candidates, faculty, others in how to be actively inclusive of all – how to talk across
- Active and involved outside the consulting room
- Frequent small group meetings across the nation
- Energetic, warm, welcoming, passionate, inclusive, valuing each other
- Growing, excited membership that is happy for the services that APsAA provides
- Leading proponent of a practice that heals people and makes the world a better place
- Sustainable business model with the creation of new revenue lines and growth of our endowment with adequate resources to delegate to our programs
- Respected, looked to as a leader in the world of psychoanalysis and mental health
- Institutes as full partners with APsAA – encouraging candidates and faculty to join and participate



- Membership and involvement in APsAA is a positive on the local – not a threat – fully engaged
- Alignment of priorities and goals throughout the organization
- Listservs that are more robustly subscribed w active participation
- Executive leadership is attuned to the needs of the membership and reflecting those perspectives – that the word on the street, the word of the membership rises to the executive level
- Absence of inferiority and superiority complex – a quiet confidence in what we offer and who we are
- Admin office is spruced up and looks fresh –
- Website reflects outward facing messaging that we want to put forward that is in alignment with what is happening on the inside – members impressed by new website
- Executive Council is coming along and unafraid of tackling problems as they arise together, reflecting giving voice to the general membership's will
- Open door – to a sunny, green field with diverse people holding hands – hands across the American
- Conversations around race, gender and other diversity topics, which are difficult, are possible at APsAA because we are so exemplary as facilitators of those conversations that others look to us
- Embrace innovations – such as distance treatment – within an inherently psychoanalytic point of view – with the ability to hear varied points of view from a place of empathy and not the single point of view that “I am right” about what psychoanalysis is and where it needs to go
- APsAA vigorously collaborating with other organizations on public policy
- Research finding, art, literature and other sharing around psychoanalysis
- Exciting projects so we aren't compromising between factions by creating new things that are so compelling that EVERYONE wants to be a part of it
- Vibrant, thriving community
- Young professionals and long-time members bubbling through the meeting hall
- Excitement
- Well respected and sought after by the other mental health organizations
- Positive communication platforms with inclusive atmospheres
- Overall sense of satisfaction from our members
- Diverse and inclusive group of ages, identities, backgrounds, degrees
- Safe and inspiring community for all -especially nurturing candidates and early career analysts
- Inclusive and welcoming
- Broadening the identity of psychoanalysis and psychoanalysts to include being involved in the world in many ways
- Within our organization – room for everyone, with everyone having a job
- Strong, flexible connections between APsAA and local
- Developing, cultivating, growing interests in other organizations and people
- Fosters creative and productive thoughts by being a good container



- Place where we have a respect and interest – multi-generationally, everyone
- Fosters curiosity
- Connecting with and relieving suffering
- Unlocking joy, fulfillment and intimacy
- Inspirational organization and profession
- Attractive to young people looking for their place and purpose in the world
- Playful, fun
- Taking a positive leadership role among the many world with common goals and purpose
- Family
- Nurturing and growing
- Exemplary organization
- Constructive and synergistic diversity of perspectives
- Robust association where we have the funds we need to do the work that we need
 - Outreach
 - Make us more diverse
 - New technology at the meetings and the office
- The organization is not gray – it is vibrant
- Welcoming, diverse, and inclusive
- Shared vision that we have and we voice in both legal and policy venues so that leaders and members are optimistic and unafraid about our positive message and our patients
- Data supporting the impact of our treatment and the cost savings to health care because of our treatment
- Accurate and clear eyed about confronting our challenges
- Working in an accurate and successful way in legal, policy, and PR venues with our data decreases our discontent
- Continual progress towards success and improvement for the field
- Togetherness and diversity



Appendix E: Task Force Roster

APsAA Leaders:

- Brenda Bauer, Chair
- Bonnie Buchele
- Holly Crisp
- Michael Dvorkin
- Chuck Fisher
- Susan Lazar
- Dan Prezant
- Tim Raynor
- Britt-Marie Schiller

APsAA Staff:

- Tom Newman, Executive Director
- Lowell Aplebaum
- Carolyn Gatto*
- Debbie Steinke*
- Wylie Tene*

*Participant in the Task Force's strategic retreat.