

## Peter Johnson Ballot Questions:

Ballot Question 1: What makes you qualified for this position? Why are you interested in this position?

I am deeply honored to seek the position of President-Elect for the American College of Nurse-Midwives. My 40 years of midwifery experience, including over 30 years of clinical practice with a focus on vulnerable communities and 20 years of global leadership in midwifery workforce development, uniquely position me to help ACNM navigate its current challenges and build a thriving future. ACNM has been instrumental in my growth and development as a clinician, educator, and leader. Through roles such as Chair of the ACNM Division of Education, Chair of the ACME Board of Commissioners, and elected member of the ACNM National Nominating Committee, I have deepened my understanding of the organization's vital role in advancing midwifery and advocating for our members. These experiences have strengthened my commitment to ACNM's mission and prepared me to lead with vision and purpose. I am inspired by ACNM's strategic priorities, particularly its focus on diversity, equity, inclusion, and belonging. My executive leadership at Jhpiego, where I spearheaded midwifery initiatives across Africa, Southern, and Southeast Asia, reflects my lifelong dedication to creating equitable systems and empowering midwives. As President-Elect, I will work collaboratively to ensure that ACNM continues to be a strong, inclusive voice for midwifery, uniting our members and elevating our profession. My commitment, past experiences, and proven leadership abilities equip me to address the existential challenges ACNM faces. Together, we can advance ACNM's mission, strengthen our workforce, and uphold the essential role midwives play in improving maternal, newborn and women's health. I am eager to bring my passion, expertise, and dedication to this role, ensuring ACNM remains a cornerstone for midwifery advocacy, support, and growth for generations to come.

Ballot Question 2: Visit ACNM's Strategic Plan [HERE](#). What part of the strategic plan embodies your personal philosophy?

The American College of Nurse-Midwives (ACNM) strategic plan reflects a comprehensive vision for advancing midwifery, and I am fully committed to each of its four priorities: Financial Stability and Sustainability, Service Recovery/Member Experience, Marketing for Midwives, and Strategic Partnerships. These priorities collectively guide ACNM toward growth, resilience, and meaningful impact. While each priority is critical, Strategic Partnerships most embodies my personal philosophy. As midwives, we are experts in providing holistic, compassionate and evidence-based midwifery care, but we cannot operate in isolation. Delivering midwifery care requires collaboration with a broad network of stakeholders who share our vision for improving the health and well-being of women, families, and communities. I firmly believe that welcoming and engaging with organizations aligned in their commitment to supporting midwifery is essential to achieving all ACNM's strategic goals.

Strategic partnerships amplify our ability to address financial stability, enhance member experiences, and elevate the visibility of midwives through effective marketing. By fostering alliances with health systems, educational institutions, community organizations, and policymakers, we can ensure that midwifery care is accessible, equitable, and sustainable. These collaborations also position midwives at the forefront of addressing pressing issues such as maternal mortality, health disparities, and workforce development. As a global midwifery leader, I have seen the transformative power of partnerships firsthand. At Jhpiego, I collaborated with international and local stakeholders to strengthen midwifery programs in resource-limited settings, creating sustainable solutions that improved outcomes. I bring this same commitment to collaboration and shared purpose to ACNM, working to unite diverse voices in support of our mission. Together, through strategic partnerships, we can achieve financial stability, grow membership engagement, and ensure midwives are recognized as essential leaders in healthcare.

Ballot Question 3: Visit the Diversity, Equity, Inclusion, and Belonging (DEIB) [HERE](#). What ideas do you have for enhancing diversity, equity, inclusion, and belonging?

Enhancing ACNM's efforts toward diversity, equity, inclusion, and belonging (DEIB) begins with recognizing the importance of cultivating a workforce that reflects the populations we serve. A representative workforce is better equipped to understand the unique needs, challenges, and assets of diverse communities, while also being aware of the gaps in their cultural knowledge. As a white man in a predominantly women-centered profession, I have experienced ACNM as a welcoming community that has offered me opportunities to contribute and grow. This inclusive experience fuels my commitment to fostering a culture within ACNM that is welcoming to all. I continue to prioritize recognizing and addressing my own implicit biases, understanding that this work is ongoing and essential for effective leadership in advancing DEIB.

Historically, ACNM has faced challenges in achieving diversity within its membership and leadership. To address this, we must work collaboratively with strategic partners to create educational pathways that empower individuals from diverse communities to pursue midwifery. By harnessing the strengths of these communities and providing tailored support to students and midwives, we can help ensure success throughout their education and careers.

Building such pathways requires removing systemic barriers, including financial, social, and educational hurdles. It also involves offering mentorship, wraparound services, and culturally responsive education to create an environment where all midwives feel valued and supported.

As an organization, ACNM must continue to engage in self-reflection and action, ensuring that DEIB is not only a priority but a foundational principle guiding all our efforts. By amplifying diverse voices and fostering meaningful collaboration with communities and partners, we can build a more inclusive profession that thrives on the strength of its diversity. This commitment is essential to meeting the needs of all families and communities we serve.

Ballot Question 4: What is your vision for innovation and improvement within ACNM?

My vision for innovation and improvement within ACNM centers on advancing each of the organization's four strategic priorities: Financial Stability and Sustainability, Service Recovery/Member Experience, Marketing for Midwives, and Strategic Partnerships. Through targeted efforts and innovative tools, we can strengthen ACNM's impact and ensure it remains a dynamic, inclusive, and sustainable organization.

#### 1. Financial Stability and Sustainability

I envision the development of Collaborative Grant Platforms to streamline the application process for funding opportunities that align with ACNM's mission. By working closely with ACNM State Affiliates and staff, we can secure grants that support midwifery education, practice, and advocacy, enhancing financial stability while addressing critical needs in maternal and newborn health.

#### 2. Service Recovery/Member Experience

Customized Member Portals will provide tailored resources, events, and networking opportunities based on members' unique interests and career goals. Coupled with the use of advanced analytics to understand

engagement patterns, ACNM can deliver more personalized and meaningful services, ensuring members feel valued and supported.

### 3. Marketing for Midwives

Inclusive recruitment campaigns will promote the midwifery profession to underrepresented groups, ensuring a more diverse and representative workforce. By leveraging social media and state affiliate engagement, we can raise public awareness of midwifery's essential role and attract new members to the profession.

### 4. Strategic Partnerships

The creation of Policy Advocacy Apps will empower members and state affiliates to engage in grassroots advocacy, connecting directly with legislators and sharing data that supports midwifery-friendly policies. Strengthened partnerships with stakeholders who share our mission will amplify ACNM's voice and expand its influence.

By prioritizing these innovative approaches, all developed in collaboration with ACNM staff and affiliates, we can enhance ACNM's value to members, improve sustainability, and position midwifery as a leader in addressing healthcare challenges.

**Ballot Question 5: What are two improvements that ACNM should prioritize and how would you help address them in your role?**

Under strong executive leadership of the current Board of Directors and Michelle Monroe, the American College of Nurse-Midwives has begun an important recovery process. Yet, it's clear that the organization still needs to strengthen its foundation by focusing on two critical areas: rebuilding member trust and enhancing transparency and accountability. As President-Elect, I see my role as a bridge between our members, the ACNM Board of Directors, and our Affiliate Leaders—helping all of us move forward together. First, promoting member trust and engagement must be at the heart of ACNM's priorities. We have a dedicated community of midwives who deserve clear, open communication from leadership and genuine opportunities to shape the organization's direction. In practice, this means acknowledging the challenges we have faced—honestly and transparently—and then outlining how we intend to address them. One of my key priorities would be continuation of structured forums, town halls, and listening sessions where members can voice both concerns and ideas. These conversations, coupled with programs that recognize and celebrate member contributions, will help nurture a sense of collective accomplishment and belonging.

The second priority is enhancing organizational transparency and accountability. This is essential for restoring faith in ACNM's operations and governance. Through regular updates on our strategic goals, our annual report, and accessible financial statements, we can give members the confidence that their support is both valued and wisely managed. Working alongside the Board of Directors, I would encourage clear timelines, measurable outcomes, and open channels of communication—so everyone understands how decisions are made and how resources are allocated.

In my role as President-Elect, I am committed to championing these two improvements. I will collaborate closely with the Board and Affiliate Leaders to keep communication flowing and to foster collective ownership of ACNM's progress. By actively involving our members—whether it's inviting them to join committees, volunteer for task forces, or help shape advocacy efforts—we not only strengthen the organization today but also cultivate the next generation of leaders who will carry ACNM forward. With these measures in place, and by staying true to the spirit of transparency and engagement, ACNM can confidently continue on its path to renewed strength and unity.

