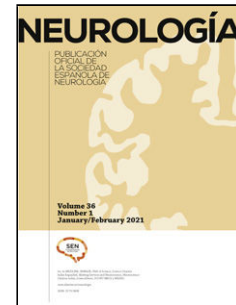


Journal Pre-proof

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Strategic Plan of the Spanish Society of Neurology

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PII: S2173-5808(25)00123-3

DOI: <https://doi.org/10.1016/j.nrleng.2025.501934>

Reference: NRLENG 501934

To appear in: *Neurología (English Edition)*

Received Date: 5 November 2024

Accepted Date: 17 November 2024

Please cite this article as: Láinez Andrés JM, Íñiguez Martínez C, Porta Etessam J, Ezpeleta Echávarri D, Martínez de Albéniz Zabaleta MT, Bilbao MM, Escamilla Sevilla F, Cerdán Santacruz DM, García Azorín D, Carmiña Muñiz J, Arias Rivas S, Gil Navarro S, Labordena IC, Gil Girbau ME, Santarrosa Mateo C, How do we face the challenges of the Spanish Society of Neurology? Strategic Plan of the Spanish Society of Neurology, *Neurología (English Edition)* (2025), doi: <https://doi.org/10.1016/j.nrleng.2025.501934>

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¿Cómo afrontamos los desafíos de la Sociedad Española de Neurología? Plan Estratégico de la Sociedad Española de Neurología

How do we face the challenges of the Spanish Society of Neurology?
Strategic Plan of the Spanish Society of Neurology

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Version 27 October 2024

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Resumen

Introducción. Con el propósito de rediseñar el rol de promover y fomentar el progreso de la neurología y anticiparnos al contexto social, científico, sanitario y económico que nos brinda esta etapa de gran desarrollo de nuestra especialidad, la Sociedad Española de Neurología ha decidido formalizar su dirección en un Plan Estratégico, cuyos elementos se comparten en el presente artículo.

Métodos. La elaboración del Plan se ha estructurado en tres fases: análisis interno y del entorno, proyección estratégica y formalización del plan. Se ha incorporado un enfoque cualitativo y de análisis estratégico, mediante la realización de encuestas, entrevistas y sesiones participativas con la SEN con una participación aproximada de 500 miembros y otros profesionales del entorno. Se ha explicitado la situación actual de la SEN y su entorno, se ha definido la identidad corporativa y analizado los puntos fuertes, débiles, amenazas y oportunidades mediante la matriz DAFO/CAME y, finalmente, se ha desarrollado un Plan de Acción que identifica pilares estratégicos, objetivos y acciones a implementar.

Resultados. Se han identificado 5 Pilares Estratégicos (Imagen de la SEN; Cartera de servicios; Espacios de participación; Transformación digital; Gestión orientada a resultados), que comprenden un total de 23 objetivos estratégicos. Se plantean un total de 80 acciones a implementar para la consecución de los objetivos del Plan, en el horizonte 2025.

Conclusiones. El despliegue del Plan Estratégico implica disponer de un instrumento vertebrador de las líneas estratégicas que se espera favorezcan la posición de la SEN como actor clave dentro de la especialidad de neurología frente a los retos actuales y futuros.

Palabras clave: Plan estratégico, planificación, estrategia, propósito, misión, retos.

Abstract

Introduction. With the aim of redesigning the role of promoting and fostering the progress of neurology and anticipating the social, scientific, health, and economic context provided by the development of our specialty, the Spanish Society of Neurology has decided to formalise its direction in a Strategic Plan, the elements of which are shared in this article.

Methods. The development of the Plan has been structured in 3 phases: internal and external analysis, strategic projection, and formalisation of the plan. A qualitative and strategic analysis approach has been incorporated, through surveys, interviews, and participatory sessions with the SEN, with the participation of approximately 500 members and other professionals in the field. The current situation of the SEN and its environment has been explicitly stated, the corporate identity has been defined, and strengths, weaknesses, threats, and opportunities have been analysed using the SWOT/CAME matrix. Finally, an Action Plan has been developed that identifies strategic pillars, objectives, and actions to be implemented.

Results. Five Strategic Pillars have been identified (the SEN's Image; Service Portfolio; Participatory Spaces; Digital Transformation; Results-Oriented Management), comprising a total of 23 strategic objectives. A total of 80 actions are proposed to achieve the Plan's objectives by 2025.

Conclusions. The deployment of the Strategic Plan involves having a backbone instrument for the strategic lines that are expected to favour the position of the SEN as a key player within the specialty of neurology in the face of current and future challenges.

Key words: Strategic plan, planning, strategy, purpose, mission, challenges.

Introduction

The Spanish Society of Neurology (SEN, for its Spanish initials) is a scientific society with over 70 years of history, and more than 3800 members. The Madrid and Barcelona offices serve as the base of the SEN's activity, which revolves around 3 main areas (the scientific, education and training, and social divisions). The organisation is led by its Management, the Executive Board, and a private foundation. It encompasses 19 study groups, 3 study sections, and 15 committees.

One of the SEN's main objectives is the promotion and advancement of neurology as a scientific discipline within the health sciences, supporting neurology training and fostering interactions between neurologists and with different sectors of society.

Recent years have seen a profound transformation in healthcare practice and knowledge, mainly through the adoption of a more multidisciplinary approach and the active participation of society as a whole (patients, their relatives, society, healthcare professionals).

This transformation has been caused, in part, by demographic changes and progressive population ageing. Furthermore, scientific advances have transformed previously incurable diseases into chronic conditions.

The field of neurology provides good examples of this phenomenon. Neurological diseases affect 33% of the Spanish population (approximately 15 million people) and account for over half of all cases of dependence due to chronic illnesses in our country.¹ Globally, neurological diseases are one of the leading causes of death and disability.²

Current social, healthcare, scientific, economic, and organisational challenges demand new strategies that involve present and future healthcare professionals, and which are characterised by the principles of transparency and responsibility.

In this context, the SEN's Executive Board made the decision to prioritise the development of an institutional strategic plan that provides a formal framework for the organisation's direction. This plan presents a series of possible future scenarios, including potential legislative reform regarding external funding, to provide answers to neurologists' future needs. The Executive Board decided to engage the services of an external consulting firm for the development of this strategic plan.

The SEN's 2025 Strategic Plan is the strategic framework for the organisation's lines of action for consolidating the path to scientific excellence through knowledge, international recognition, and goal orientation, based on the strategic pillars of innovation, practical training, and professionalisation.

This article presents the lines of action outlined in the SEN's 2025 Strategic Plan.

Material and methods

The Strategic Plan was developed following the guidelines established in the literature,³⁻⁷ in 3 stages: 1) internal and external analysis; 2) strategic goal-setting; and 3) formalisation of the strategic plan.

a) Internal and external analysis

Strategic planning starts by diagnosing the current situation through an analysis of the organisation and its setting. The internal analysis was based on several collaborative dynamics, whereas the external analysis was based on a benchmarking study of international scientific societies of reference linked to the field of neurology.⁸⁻¹¹

First, an online survey including 13 multiple-choice questions and 3 open-ended questions (Table 1) was distributed to all SEN members. Second, a collaborative workshop was held during the 74th Annual Meeting of the SEN, with the participation

of SEN members representing the SEN's study groups and study sections. A debate session was held, based around the following 4 questions about the SEN:

- 1) Do you recommend becoming a SEN member? (Yes/No)
- 2) Of the following lines of work and objectives established by the SEN, which do you consider to be critical or pivotal for successfully navigating the next 5 years? (Rank in order of importance)
- 3) Which of the following lines of work and objectives of the SEN do you consider critical for attracting and building loyalty among new generations of neurologists in the next 5 years? (Rank in order of importance)
- 4) With our eyes on the future, and to complement the 3-5 lines of work prioritised in each of the previous questions, how should we advance and what should be the SEN's focus? Could you provide some suggestions?

Third, a series of individual interviews were held with the members of the Executive Board. Participants are listed in Fig. 1.

These group dynamics provided different, complementary views on which factors are critical in improving the SEN's position with regard to future challenges, opportunities, and changes.

Table 1. Survey distributed to all SEN members.

Satisfaction
1. Generally speaking, what is your overall level of satisfaction with the SEN?
Level of agreement (strongly agree, agree, disagree, strongly disagree)
2. It is important for the SEN to foster interaction between professionals from different fields related to neurology.
3. It is important for the SEN to act in the best interest of its members in accordance with the law and before the public administration and other institutions.
4. The SEN's activities present adequate scientific quality.
5. The SEN promotes innovation.
6. The SEN's training activities are sufficiently varied, interesting, and relevant.
7. The SEN may become an international reference in Spanish-language neurology training.
8. The SEN must advance its competitive position with respect to other scientific societies and institutions in the Spanish and international settings.
9. It is important to enhance the role of the SEN and the image of neurology in our society.
10. The SEN's service portfolio must be updated.
11. The activities organised by the SEN for young neurologists are attractive.
12. The SEN's internal functioning and organisation are appropriate to address the needs of its members.
13. The SEN's communication strategy is appropriate to address the needs of its members.
Challenges and proposals
14. In your opinion, what are the 3 main future challenges facing the SEN?
15. What actions may help the SEN to meet these challenges?
16. What are your expectations with regard to this strategic plan?

Finally, we also analysed the strategic plans of international institutions of reference publicly available on the Internet, identifying healthcare trends with a potential impact on neurology. This helped us to identify the SEN's peculiarities and distinctive features, as well as its future challenges.

After performing a trends analysis, a benchmarking study, and an analysis of the views and opinions of SEN members, we proceeded with the second stage of the strategic plan.

Figure 1. Participants in the internal analysis.

Executive Board of the SEN	Group dynamics and debate
Dr José Miguel Láinez Andrés (President) Dr Cristina Iñiguez Martínez (Vice-president and Chair of the Scientific Section) Dr Jesús Porta Etessam (Vice-president and Chair of the Institutional Relations Section) Dr. David Ezpeleta Echávarri (Secretary of the Board and Chair of the History and Culture Sections) Dr María Teresa Martínez de Albéniz Zabaleta (Treasurer and Chair of the Economic Management Section) Dr Mar Mendibe Bilbao (Chair of the Education and Training Section) Dr Francisco Escamilla Sevilla (Chair of the Membership Section) Dr Débora María Cerdán Santacruz (Chair of the Young Neurologists Section) Dr David García Azorín (Chair of the International Section) Dr Javier Camiña Muñiz (Chair of the Communication Section) Dr Susana Arias Rivas (Chair of the Professional Relations Section) Dr Silvia Gil Navarro (Chair of the Interorganisational Relations Section)	Headache Study Group Study Group on Neuropathic Pain Stroke Study Group Study Group for Demyelinating Diseases Study Group on Clinical Management and Care Quality in Neurology Study Group for the Humanities and the History of Neurology Neurogenetics and Rare Diseases Study Group Neurogeriatrics Study Group Neuro-ophthalmology Study Group Neuro-oncology Study Group Neurochemistry and Neuropharmacology Study Group Sleep-wake Disorders Study Group Movement Disorders Study Group Commission for the Study of Ataxias and Degenerative Spastic Paraplegias Neurophysiotherapy Study Section Neuropsychology Study Section

b) Strategic goal setting

Reflecting on the future of the SEN inevitably entails reflecting on its corporate identity and its purpose, mission, vision, and values.

The purpose of an institution is what its members aspire to achieve to ensure the prosperity of said institution. It must be consistent over time and align with the values of the persons participating in the organisation.

Our mission defines what we are, the reasons why a group of people join an organisation, and the purpose of said organisation. It must be concise, to make it easily remembered by all parties involved.

The vision of an organisation involves a certain degree of analysis of its social setting. It is the way in which the mission is translated to the field, reflecting the principles of the organisation and what it expects to achieve in the coming years, the medium term. The vision may seek to transform the social reality and even produce radical changes. Values are the principles behind the organisation's activity. These may be determined by the reasons behind the creation of the organisation (for example, many religious institutions are based on Christian humanist values, which are inherently linked to the mission of said institutions).

An initial draft of the strategic pillars of this plan was based on a SWOT (strengths, weaknesses, opportunities, and threats) analysis, which is combined with the CAME (correct, adapt, maintain, and explore) matrix to redirect and refocus the organisation's strategy to achieve its goals.

According to the opportunities identified, goals are defined to translate these into advantages, while seeking to minimise threats and transform them into opportunities. Strengths are considered key factors for success, and strategies are developed to minimise weaknesses. This approach enabled us to establish the value and objectives of the Society within its context.

c) Formalisation of the strategic plan

This action plan is based on the definition and validation of our diagnosis of the organisation's situation and identity, as well as data from the SWOT-CAME matrix. These elements will guide future actions to characterise the organisation and to differentiate it within the field.

The pillars of this strategic plan set the framework for the Society's strategic goals, which aim to address present and future challenges. At the same time, these goals involve a series of scheduled actions. An action plan was proposed based on the information obtained from previous stages, which was subsequently validated and adapted by the Executive Board.

In summary, the action plan is a roadmap aimed at facilitating the implementation of the SEN's 2025 Strategic Plan.

Results

The first stage of this plan required the participation of the SEN in the process of strategic reflection. The process involved 471 SEN members (survey respondents) and 20 neurologists representing the different study groups and study sections of the society, who participated in an in-person collaborative session. Interviews were also held with all 12 members of the Executive Board, and a total of 7 working sessions were also organised. The questions addressed during interviews were adapted to the interviewee, always focusing on gaining a deeper understanding of the setting, internal structure, and organisational culture of the SEN; the interviewee's role in the organisation and their relationship with other parties linked to the specialty; as well as the organisation's main activities and medium- and long-term goals.

After this process of strategic reflection and the input gathered during the collaborative sessions, we defined the core elements of the SEN's corporate image, namely its purpose, mission, vision, and values (Table 2).

The results from the SWOT-CAME matrix, which identified the SEN's strengths and weaknesses, as well as the opportunities and threats it faces, are shown in Tables 3 and 4.

A total of 5 strategic pillars were identified (Table 5), with the corresponding challenges, which served as the basis for establishing a set of strategic goals (Table 6) and a series of actions to be implemented; all these elements make up the action plan.

Table 2. The purpose, mission, vision, and values of the SEN.

Purpose	To contribute to improving the population's quality of life from the perspective of neurology
Mission	To promote neurological health, high-quality care for neurological patients, and satisfaction among SEN members
Vision	To become the neurological society of reference in the Spanish-speaking world
Values	Quality Leadership Integrity Participation Innovation Social engagement

Table 3. SWOT analysis.

Weaknesses	Threats
<ol style="list-style-type: none"> 1. Weak image 2. Dependence on Farmaindustria* 3. Outdated service portfolio 4. Relationships with stakeholders are not very strategic. 5. Deployment of ICT could be improved. 6. Fragmentation of knowledge into study groups 7. Unattractive model of communication with SEN members 8. Lack of results-oriented management 	<ol style="list-style-type: none"> 1. Social and economic setting 2. Competition with other societies, associations, and foundations 3. Potential loss of funding sources 4. Potential disconnection between study groups 5. Expectations of new generations of neurologists 6. Limited cohesion with regional scientific societies
Strengths	Opportunities
<ol style="list-style-type: none"> 1. Large number of members and strong sense of belonging 2. Consolidated trajectory of excellence 3. Competency development through its members 4. Recognition in Spanish-speaking countries 5. Organisation into study groups 6. Strong position as regards Farmaindustria 7. Financial strength 8. Consolidated annual congress that is considered a reference in the field 9. Great potential of the project management department 10. Leadership in neurology training 11. Stakeholder orientation 	<ol style="list-style-type: none"> 1. Projecting a compact image 2. Becoming the leading Society in the Spanish-speaking world 3. Promoting strategic alliances 4. Reviewing and segmenting the service portfolio 5. Exploring new funding sources 6. Exploring opportunities in the field of ICT 7. Leading innovation in neurology 8. Greater social awareness of the importance of health

* Farmaindustria is the national trade association of the Spain-based pharmaceutical industry.

ICT: information and communication technologies.

Table 4. CAME matrix.

Maintain strengths <u>Reactive strategies</u> <ul style="list-style-type: none"> Strengthening the SEN's capacity to interact with other parties, aiming to position itself as a reference for neurology, other related specialties, and stakeholders (including patients' associations) Promoting participation in the activities organised by the SEN among its members (considering the different types of members) 	Explore opportunities <u>Success strategies</u> <ul style="list-style-type: none"> Exploiting and promoting the attractiveness of the SEN for its stakeholders Redefining the SEN's strategy in the fields of innovation and research Building engagement with society Highlighting the SEN's differentiating features for new generations of neurologists
Adapt to threats <u>Survival strategies</u> <ul style="list-style-type: none"> Identifying potential funding sources Reviewing and segmenting the service portfolio, weighing the importance of the SEN's Annual Meeting Placing special emphasis on the relationship with patients' associations 	Correct weaknesses <u>Adaptation strategies</u> <ul style="list-style-type: none"> Advancing toward results-oriented management to offer a high-quality service portfolio while promoting participation and building alliances Reinventing the model of member participation by specific, transversal areas of interest, promoting tangible results and internal communication

Table 5. Strategic pillars and challenges for 2025.

1. Image of the Spanish Society of Neurology
2. Service portfolio
3. Participatory spaces
4. Digital transformation
5. Results-oriented management

Table 6. Identification of strategic objectives.

Image of the Spanish Society of Neurology
1.1 - Considering all stakeholders' needs 1.2 - Proactively leading strategic decision-making in neurology (eg, medium- and long-term need for specialists) 1.3 - Promoting strategic alliances to develop awareness and prevention campaigns 1.4 - Promoting spaces for innovating, collaborating, and identifying synergies with other parties linked to the specialty 1.5 - Optimising internal and external communication strategies, incorporating innovative approaches
Service portfolio
2.1 - Expanding the service portfolio for Spanish-speaking neurologists 2.2 - Exploring new strategic alliances in the Spanish-speaking world 2.3 - Including services that are appealing to new generations of neurologists 2.4 - Optimising and diversifying the service portfolio for companies 2.5 - Expanding the service portfolio for the society
Participatory spaces
3.1 - Expanding and diversifying participatory spaces 3.2 - Stimulating cooperation and communication between study groups and committees 3.3 - Promoting and ensuring bidirectional communication between SEN members and the Executive Board
Digital transformation
4.1 - Designing a comprehensive digital transformation plan 4.2 - Improving remote assistance, training, and participation 4.3 - Redesigning the external communication strategy (channels, social media, and websites) to disseminate information on the SEN's activities and to strengthen the relationship with its members and with society in general
Results-oriented management
5.1 - Reviewing the agreement between the SEN's core areas and its current structure 5.2 - Building a KPI dashboard 5.3 - Reviewing the internal participation and communication strategy 5.4 - Reviewing the professional development plan 5.5 - Analysing the functions of all staff members and optimising procedures and circuits 5.6 - Reorienting the management model 5.7 - Designing a plan for diversifying the SEN's funding sources

KPI: key performance indicators.

Discussion

The survey was completed by SEN members from a wide range of specialties and different age groups. The profile of survey respondents was as follows:

- 79% of respondents currently practise as neurologists.
- 77% of respondents are younger than 56 years, and 39% are younger than 40.
- 62% of respondents are specialised in general neurology (20%), cerebrovascular disease (20%), multiple sclerosis (8%), movement disorders (6%), epilepsy (4%), and headache disorders (4%).

One of the strengths identified through the survey was the members' high level of satisfaction with the Society (80%). The focus of the survey was to identify the strengths of the organisation and detect areas for improvement. The following results were obtained:

- Priority areas (strong agreement among SEN members):
 - It is important to enhance the role of the SEN and the image of neurology in our society.
 - The service portfolio should be updated.
 - The SEN must advance its competitive position with respect to other scientific societies and institutions in the Spanish and international settings.
 - It is important to foster interactions between professionals from different fields related to neurology.
 - It is important to represent the interests of all SEN members before the public administration.
- Areas with potential for improvement (moderate agreement among SEN members):
 - The activities organised by the SEN present adequate scientific quality.
 - The SEN may become an international reference in Spanish-language neurology training.
 - The training options offered by the SEN are sufficiently varied, interesting, and relevant.
- Areas needing review (weak agreement among SEN members):
 - The SEN promotes innovation.
 - The activities organised by the SEN for young neurologists are attractive.
 - The SEN's internal functioning and organisation are appropriate to address the needs of its members.
 - The SEN's communication strategy addresses the needs of its members.

The final questions of the survey sought to identify future challenges, as well as strategies that may help to overcome them; the most frequently mentioned challenge was the need to strengthen training and research.

The collaborative workshop identified the following critical lines of work and goals to be addressed in the next 5 years in order to make the SEN more attractive and to build loyalty among the new generations of neurologists:

- Influence in the public administration
- Training opportunities
- Research
- Influence and position in society
- Adoption of innovative healthcare solutions
- Communication with SEN members.

In a context in which clinical neurology is undergoing radical changes, the SEN must position itself as the main actor in these changes, making full use of the potential of its members.

The information gathered from the collaborative sessions and the interviews with the members of the Executive Board was used in the SWOT analysis and the CAME matrix (Tables 3 and 4).

One of the weaknesses identified is the fact that the internal communication strategy is not adapted to the members' needs; efforts should be made to strengthen diffusion, participation, and involvement among members in general, and to improve communication with and activities for young neurologists in particular. External communication, through such channels as the corporate website or the press, should be promoted with a view to strengthening the image of the SEN and presenting the organisation as a reference for society in terms of neurology education, neurological disease prevention, and brain health promotion. The remaining weaknesses identified reflect the need to explore new funding sources, to rethink and update the service portfolio, and to optimise the SEN's internal functioning, establishing a framework for result assessment and transparency processes, aiming to achieve more professionalised management.

Among the strengths identified, we should underscore the long-standing trajectory of the organisation, founded in 1949, as well as the large number of members and its organisation into multiple study groups. This has positioned the SEN as an international reference as well as a top-tier scientific organisation with a social orientation and with influence on stakeholders, universities, and the public administration. The strengths mentioned above underscore the SEN's key role in the legislative reform regarding specialist recertification, planning, and education.

Some of the threats identified were poor cohesion with other regional neurological societies; competition from other societies, associations, and foundations; and the limited interest in neurology in a labour market in which the expectations of new generations of professionals have changed. Regarding opportunities, technological advances must lead the Society to explore opportunities in the field of information and communication technologies (ICT) and to adopt innovative healthcare solutions. Recognition in the Spanish-speaking world reinforces the SEN's leadership with respect to other scientific societies, which may in turn attract new funding sources and strategic alliances, and improve its image on the international stage.

Lastly, the strategic plan established the 5 strategic pillars that support the SEN's goals and actions (Tables 5 and 6). These pillars give structure to the organisation's action plan and address the challenges and opportunities outlined in previous stages. Regarding the first pillar (image of the SEN), the organisation should position itself as the scientific society of reference for the neurological health of the general population. On the one hand, the general population should be conscious of the impact of neurological diseases and regard the SEN as their ally for self-care in general and neurological self-care in particular. On the other hand, efforts should be made to consolidate an image of value and leadership with respect to other scientific societies, nurture a sense of belonging among its members, provide opportunities for growth, explore new funding sources, and increase its influence in the public administration. This new image will assist the SEN in raising awareness of the importance of neurological diseases and their prevention, enabling collaborative work of stakeholders in the development of the specialty, increasing influence in public administration, identifying new sources of funding, and expanding to other Spanish-

speaking countries. It is also important for the SEN's image to be attractive to younger generations of neurologists.

Regarding the second pillar, the SEN must develop a comprehensive service portfolio. SEN members constitute the organisation's main client. In their view, services must offer high value and be adapted to their needs. The SEN has strategic alliances with the pharmaceutical industry, patients' associations, and other scientific or medical societies, and should develop new collaboration strategies to achieve its goals.

In summary, the SEN's service portfolio should be high-quality and innovative. Thus, the SEN would emerge as a reference in neurology, attract more members, consolidate its presence in the Spanish-speaking world, and diversify its sources of funding. The service portfolio should be redefined with a focus on competency development, where services related to neurology training are key, and including unique, relevant services that reflect current trends in neurology and technological advances, incorporating innovative elements. The ultimate goal is to create a service portfolio that is attractive to neurologists in general (including neurologists from other Spanish-speaking countries, professionals from other disciplines, business, and society in general), and new generations of neurologists in particular.

Regarding the third pillar (participatory spaces), the SEN aspires to provide a space for shared development in neurology. Promoting active participation from all types of SEN members in the organisation's strategy and functioning is key to its success as a reference in neurology, and contributes to increasing its members' involvement, satisfaction, and sense of belonging, in addition to promoting the incorporation of new members from other specialties. In this sense, bidirectional communication with SEN members should be strengthened. The SEN should review its current organisation into study groups, study sections, and committees in order to guarantee that all emerging fields are covered. It should also verify the objectives, functioning, results, and equitable access of these bodies. The structure of the SEN should include transversal, structural spaces to support all its activities; guarantee interconnections; promote multidisciplinary and the dissemination of activities, objectives, and results; and take advantage of the digital transformation to explore new modalities of relationship.

Regarding the fourth pillar (digital transformation), the SEN wishes to emerge as an innovative, accessible scientific society. Current technological advances are transforming the world in general, and the services sector offers new modalities of management, attention, and relationships that should be incorporated to the structure of the Society with a view to advancing toward a modern, results-oriented management model, thus transforming the SEN into a modern, attractive, excellent, and sustainable organisation. The incorporation of data analysis systems and the creation of a dashboard supporting decision-making are essential elements for results-oriented management. On the other hand, the shift in user expectations makes it essential to incorporate ICT tools to support new relationship modalities and consolidate an attractive image for stakeholders. Online services and remote participatory spaces offer a wide range of possibilities for consolidation in the Spanish-speaking market.

Regarding the fifth pillar (results-oriented management), the SEN is committed to efficiency and sustainability. This entails shifting to a more professionalised management model that projects the organisation to the future, based on transparency and a results-oriented management model, establishing strategic alliances, guaranteeing the organisation's sustainability, and ensuring excellence. An analysis of the SEN's core areas and stakeholders' needs should also be conducted to determine whether the SEN's current structure is optimal. In this line, the SEN's Management should shift towards a more transversal role to support the strategy established by the Executive Board, ensuring the availability of the appropriate executive structure. This reorganisation involves examining such aspects as professional development strategies, digital transformation, and improvements in communication.

Conclusions

The SEN acknowledges the need for a tool that establishes the strategic lines of action for improving the organisation's position as a key agent in neurology regarding present and future challenges. The SEN's 2025 Strategic Plan takes a transversal approach, involving different sectors of the Society, and concludes with an action plan structured around a set of strategic pillars, objectives, and actions, which will guide the organisation's future steps and differentiate it from other entities in the field.

Funding

This study was funded by the Spanish Society of Neurology, which hired a consulting firm and played a central role in the development of this strategic plan.

Conflicts of interest

The authors declare that they have a financial relationship with the Spanish Society of Neurology. The Spanish Society of Neurology hired a consulting firm to support the Executive Board in the development of this strategic plan.

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Figura 1. Participantes

Entrevistas a la Junta Directiva	Dinámica participativa
<p>Dr. José Miguel Láinez Andrés (Presidente de la SEN)</p> <p>Dra. Cristina Íñiguez Martínez (Vicepres. y respons. del Área Científica)</p> <p>Dr. Jesús Porta Etessam (Vicepres. y respons. del Área de Relaciones Institucionales)</p> <p>Dr. David Ezpeleta Echávarri (Secretario de la Junta Directiva y respons. de las Áreas de Historia y de Cultura)</p> <p>Dra. Maria Teresa Martínez de Albéniz Zabaleta (Tesorera y respons. del Área de Gestión Económica)</p> <p>Dra. Mar Mendibe Bilbao (Vocal y respons. del Área de Docencia y Formación Continuada)</p> <p>Dr. Francisco Escamilla Sevilla (Vocal y respons. del Área de Atención a los Socios)</p> <p>Dra. Débora M^a Cerdán Santacruz (Vocal y respons. del Área de Neurólogos Jóvenes)</p> <p>Dr. David García Azorín (Vocal y respons. del Área Internacional)</p> <p>Dr. Javier Camiña Muñiz (Vocal y respons. del Área de Comunicación)</p> <p>Dra. Susana Arias Rivas (Vocal y respons. del Área de Relaciones Profesionales)</p> <p>Dra. Silvia Gil Navarro (Vocal y respons. del Área de Relaciones Sociales)</p>	<p>GE cefaleas</p> <p>GE dolor neuropático</p> <p>GE enfermedades cerebrovasculares</p> <p>GE enfermedades desmielinizantes</p> <p>GE gestión clínica y calidad</p> <p>GE humanidades e historia de la neurología</p> <p>GE neurogenética y enfermedades raras</p> <p>GE neurogeriatria (en funciones)</p> <p>GE neuro-oftalmología</p> <p>GE neurooncología</p> <p>GE neuroquímica-neurofarmacología</p> <p>GE trastornos de la vigilia y el sueño</p> <p>GE trastornos del movimiento</p> <p>GE ataxias y parapsia espásticas degenerativas</p> <p>Sección neurofisioterapia</p> <p>Sección neuropsicología</p> <p>Sección neuroterapia ocupacional</p> <p>Sociedad española de neurorrehabilitación</p> <p>SONES</p> <p>Club EMG - SELECNE</p>