

Dear APPNA family:

As another year for APPNA, it's 40<sup>th</sup> in existence, rushes towards its end; we have to ask the same question, what have achieved and how much has the organization moved forward?

- Have we in reality involved the young physicians?
- Have we been able to attract young American physicians of Pakistani descent?
- Have we strengthened the foundations of the organization?
- Have we effectively introduced long term programs to elevate the image of APPNA in the larger community?
- Have we actually ensured implementation of the long range plans, which we re-invent most years in our strategy meeting?
- Have we actually made a dent in the list of promises we hear every election season, and, will effectively continue to strengthen the gains?

If you can answer 50% (or more) of the questions in affirmative, then as an organization we all deserve congratulations.

If the answer is in the negative to more than 50% of the questions, then we as an organization have to wonder why? In that case we have to actively come together to ensure appropriate changes to strengthen the organization with a long term perspective, and, actually build a platform which can serve us as a spring board to build on our successes of the past 40 years.

The questions are earnest, we ask them every year, we do not need a retreat or highly paid consultants to find out what are the issues or how to address them. We do know the consensus answers, after multiple such events. If we need a retreat then it has to be focused on ensuring that we IMPLEMENT.

I will like to thank all of you, my friends, who have shown faith in me and supported me, and stood by me. My belief in the potential of our great organization - APPNA only grows stronger with every passing year. I have learned a lot through years of my association with APPNA and THNAK YOU for enriching my life with you friendship and love. As far as I can, I will always be available to serve and continue to be a foot soldier of APPNA.

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