

CONNECTICUT SPEECH-LANGUAGE-HEARING ASSOCIATION (CSHA)

STRATEGIC PLAN: January 1, 2010-December 31, 2012

DRAFT: January 9, 2010

MISSION STATEMENT

The Mission of the Connecticut Speech-Language-Hearing Association (CSHA) is to enhance the provision of quality services for persons with communication disorders and their families by protecting and serving the professions of speech-language pathology and audiology through legislative and regulatory advocacy, opportunities for professional development, and public awareness.

FOCUS AREA: ADVOCACY

ISSUE: An organized, concerted effort by the Association to advocate for the professions and for the individuals they serve will result in policies and procedures that improve access to quality programs and services in audiology and speech-language pathology.

OUTCOMES:

1. Increased legislative and regulatory advocacy activities related to the professions and the individuals they serve.
2. Increased visibility of the professions and the quality services provided by audiologists and speech-language pathologists.
3. Increased development of long term relationships with Connecticut policymakers.

INDICATOR OF SUCCESS:

1. Advance the CSHA public policy agenda and prevent passage of legislation or implementation of regulations that may have a negative impact on those with communication disorders and the professions.

STRATEGIES: Multiple Years—2010-2012

1. By December 31, 2010, 2011, and 2012, the Vice President for Governmental Affairs, in collaboration with the CSHA lobbyist, will develop an annual strategic legislative/regulatory/public policy agenda to address identified issues of concern to CSHA, including but not limited to:
 - Efforts to modify the scope of practice in audiology or speech-language pathology
 - Maintaining/increasing program funding for birth to age three programs and services
 - Education and healthcare legislative/regulatory issues
 - Disability legislation/regulation (e.g., Autism)
 - Department of Education and Department of Health activities that have an impact on the provision of programs and services
2. By December 31, 2010, 2011, and 2012, the Vice President for Planning, in collaboration with the Executive Board, will identify CSHA members and others (e.g., clients, consumers) who can serve as expert witnesses on education and healthcare topics that may come up before the legislature and can be available on short notice to participate in legislative hearings.

3. December 31, 2010, 2011, and 2012, the Vice President for Governmental Affairs will develop and implement a grassroots advocacy program that provides educational information for CSHA members on the importance of individual/personal advocacy, how to be a successful advocate, identifies members who can serve as key advocates for CSHA on issues of concern, and coordinates with ASHA's state association advocacy outreach plan.
4. By December 31, 2010, 2011, and 2012, the Vice President for Planning will work with the State Advocate for Reimbursement (STAR), State Education Advocacy Leader (SEAL), and State Medicare Administrative Contractor Network (SMAC) to develop action plans that support the CSHA public policy agenda and that include requirements to report to the CSHA Board periodically regarding activities they are conducting within the state and the progress made.

STRATEGIES: 2010

1. By June 1, 2010, the Vice President for Governmental Affairs in collaboration with the CSHA lobbyist will conduct a "Student Legislative Day" at the Capitol that includes information on how to be a successful advocate and participation in advocacy activities related to the CSHA public policy agenda.
2. By December 31, 2010, the Executive Board will determine the feasibility of conducting an annual CSHA Legislative Day at the Capitol that includes activities to promote CSHA as a resource for policymakers and to promote the Association's public policy agenda.

FOCUS AREA: MEMBERSHIP RECRUITMENT AND RETENTION

ISSUE: Continuous growth in the membership of the Association results in an increased number of members who can get involved in CSHA business, participate in leadership positions/opportunities, and support the Association.

OUTCOMES:

1. Increased number of professionals and students who become members of the Association.
2. Increased number of members who annually renew their membership.

INDICATORS OF SUCCESS:

1. 10% increase in dues paying members of CSHA
2. X% retention of current CSHA members on an annual basis. (TBD)

STRATEGIES: Multiple Years—2010-2012

1. By December 31, 2010, 2011, and 2012, the President will develop and implement a plan to involve students in communication sciences and disorders in CSHA including, but not limited to:
 - A special session for students at the CSHA convention
 - Meeting with members of NSSLHA chapters to promote continuing membership in CSHA
 - Identifying ways to get faculty involvement and support for promoting student membership in CSHA
 - Developing a mentoring program

STRATEGIES: 2010

1. By February 15, 2010, the President will develop a list/brochure of CSHA value-added membership benefits and what CSHA can do/does for members that can be used to promote membership in CSHA (e.g., What CSHA has done/does for you! Guardian of licensure and certification) for various segments of the membership (e.g., schools, audiologists healthcare, etc).
2. March 1, 2010, the Vice President for Planning will determine the feasibility of holding a CSHA sponsored free and fun activity (statewide and regional) for members and non-members to promote continuing membership and membership in CSHA during which the benefits/value of becoming a member of CSHA will be promoted.
3. By April 15, 2010, the Public Information Committee will determine the return on investment of providing free CSHA memberships for students and new professionals completing their Clinical Fellowship (e.g., how many become dues paying members of CSHA).

4. By June 1, 2010, the President will develop a new member welcome packet that includes information on CSHA resources , how to get involved in CSHA leadership activities, a membership benefits document, and a career packet for new professionals that includes information on the benefits of getting involved with/joining CSHA, and how to obtain a Connecticut license to practice.
5. By August 1, 2010, the President will develop a member development/marketing plan with a special focus on retaining current members and increasing student membership in the Association that includes, but is not limited to, the following activities:
 - Contacting ASHA members and other licensed individuals who are not CSHA members to provide information on the benefit of becoming a member of CSHA and promoting membership in CSHA
 - Contacting, via letter, email, or phone, members who did not renew their membership to determine why they did not renew their membership and encouraging them to renew their membership
 - Providing information to CSHA members on the value of person-to-person/one-on-one contact to promote membership in CSHA and providing information on the benefits of joining the CSHA that they can use to recruit new members within their employment settings
 - Contacting new members to encourage them to get involved in CSHA activities and perspective members to encourage them to join CSHA
 - Providing incentives for members who refer colleagues who join CSHA
 - Conducting a session at the CSHA convention on what CSHA does for members and the benefits of joining CSHA

FOCUS: PROFESSIONAL DEVELOPMENT/CONTINUING EDUCATION

ISSUE: Availability of a variety of Association sponsored professional development/continuing education activities results in increased non-dues revenue and in visibility for the Association as a provider of knowledge and information related to communication sciences and disorders that can be used to maintain professional currency and provide value for becoming an Association member.

OUTCOMES:

1. Increased participation by members in CSHA sponsored professional development/continuing education activities.
2. Increased availability of Association sponsored state-of-the art professional development/continuing education activities.

INDICATORS OF SUCCESS:

1. 50% increase in participants in CSHA professional, development/continuing education activities
2. At least one new venue for professional development/continuing education

STRATEGIES: Multiple Years---2010-2012

1. By December 31, 2010, 2011, and 2012, the Vice President for Educational Programs will plan and conduct the annual CSHA Spring conference and Fall workshops that includes, but is not limited to as appropriate, special professional development tracks related to schools, audiology, healthcare, universities, and students; and leadership development sessions.

STRATEGIES: 2010

1. By August 1, 2010, the Vice President for Educational Programs will review the intent of the Spring and Fall conferences and the program to determine if there is a need/opportunity to provide increased opportunities for social networking.

STRATEGIES: 2012

1. By December 31, 2012, the Vice President for Educational Programs in collaboration with the CSHA CE Coordinator will determine the feasibility of developing collaborative alliances with other state, local, and regional associations/groups (e.g., Swallowing Diagnostics) to co-sponsor professional development activities and linking to Webinars, online forums, online courses, Podcasts, teleconferences provided by other organizations.

FOCUS AREA: COMMUNICATION

ISSUE: Increased use of the CSHA Web site and other communication technologies/vehicles by members and nonmembers facilitates the sharing of knowledge and information and discussion of issues related to the professions and the ability of the Association to communicate with members and the public, and promote participation in Association activities.

OUTCOMES:

1. Increased number of members who access the Association Web site.
2. Increased up-to-date and timely information on the Association Web site, email blasts and other communication vehicles.

INDICATORS OF SUCCESS:

1. X% increase in visitors annually to the CSHA Web site. (TBD)
2. At least monthly updates of CSHA Web site information.

STRATEGIES: Multiple Years---2010-2012

1. By December 31, 2010, 2011, and 2012, the Committee on Public Information will promote/market use of the CSHA Web site and other communication technologies, when implemented, as resources for obtaining professional and Association information and sharing clinical information and to communicate with the Executive Board to suggest issues to be addressed by CSHA.
2. By December 31, 2010, 2011, and 2012, the Committee on Public Information will develop and implement a plan/policies and procedures for periodic and timely (e.g., at least quarterly/monthly) updating of information on the CSHA Web site to ensure that information on the Web-site is current and accurate, that information related to CSHA business is posted (e.g., Executive Board meeting minutes, committee reports) and that link to resources available from other Web sites are current.

STRATEGIES: 2010

1. By February 1, 2010, the Committee on Public Information, in collaboration with the Web site vendor, will complete development of the new CSHA Web site.
2. By July 1, 2010, the Committee on Public Information and the Executive Board will review the format and balance of content of the *CSHA News* newsletter to determine the need for:
 - more professional content (research articles)
 - more opportunities to include clinical, program, and administrative tips and ideas related to the provision of speech-language pathology and audiology programs and services, and volunteer opportunities among other items
 - inclusion of CSHA committee reports
 - a three-year editorial agenda and a production/publication schedule for *CSHA News* that will allow for planning content (e.g., focus issues), identifying authors, and publishing the newsletter electronically in a timely manner
 - archival copies of *CSHA News*

STRATEGIES: 2011

3. By June 1, 2011, the Committee on Public Information will determine the feasibility of using social media (e.g., Facebook, Twitter, YouTube, etc.) to provide CSHA information for members, nonmembers, and the public and provide a place where members can share information.

FOCUS AREA: ASSOCIATION ORGANIZATION AND MANAGEMENT

ISSUE: Efficient governance, management, operations, and adequate financing of the Association results in an Association that can meet and exceed its members' expectations for an efficiently run and financed organization that provides them with value-added programs and services.

OUTCOMES:

1. Increased efficiency in the Association's governance structure and process.
2. Increased efficiency in the management of the Association's business.

INDICATORS OF SUCCESS:

1. CSHA budget aligned with the CSHA Strategic Plan
2. Updated CSHA bylaws, policies and procedures, and organizational structure
3. Volunteer leaders who are knowledgeable about their role and responsibility in conducting Association business

STRATEGIES: Multiple Years---2010-2012

1. By December 31, 2010, 2011, and 2012, the Executive Board and the Vice President for Planning will develop and conduct a transition (elect-year) experience to orient new CSHA Executive Board, committee chairs, and other volunteer leaders that includes review of their role and duties/responsibilities, committee charges, and the policies and procedures for conducting CSHA business.
2. By December 31 2010, 2011, and 2012, the Treasurer and the Executive Board will develop and approve an annual budget that is aligned with the CSHA Strategic Plan.
3. By December 31, 2010, 2011, and 2012, the Executive Board will conduct at least quarterly reviews of the CSHA Strategic Plan to determine progress made in completing strategies.
4. By December 31 2010, 2011, and 2012, the Executive Board will conduct a review of the current CSHA bylaws and the CSHA organizational structure (e.g., composition of the Executive Board; committee structure, including charges and desired outcomes) to determine if they are appropriate for implementation of the CSHA strategic plan, the future growth of the Association, and meeting member needs and recommend any revisions, if needed.

STRATEGIES: 2010

1. By February 15, 2010 the Vice President for Planning will determine the feasibility of establishing regional representatives for CSHA including determining the roles and responsibilities of the regional representatives.
2. By March 1, 2010, the Treasurer and Executive Board will review the current organization/management needs of CSHA including efficient ways to collect, maintain, and use member data and determine the feasibility of using an association management company to complete the administrative activities needed by the Association.
3. By July 1, 2010, the Executive Board will identify ways to increase non-dues revenue for the Association (e.g., sponsorships, increased fees, sale of products).
4. By December 31, 2010, the Past President will rewrite the CSHA Policies and Procedures Manual that includes, but is not limited to, the job descriptions/duties of the members of the Executive Board, committee and committee chair; operational procedures, including use of technology for conducting CSHA business; and a master calendar of tasks to be completed to conduct CSHA business. (NOTE; subsequent to 2010 the incoming past president will be responsible for review of the Manual and make recommendations for change to the EB
5. By December 31, 2010, the President will meet with the CSHA Foundation Board to discuss Foundation operations and the Association and Foundation relationship.

FOCUS AREA: MEMBER INVOLVEMENT/LEADERSHIP DEVELOPMENT

ISSUE: An increased number of members who get involved in completing CSHA business and participate in leadership opportunities will result in completion of additional Association sponsored programs and services that will increase the value of being an Association member and provide for future CSHA leaders.

OUTCOMES:

1. Increased number of members who participate in Association operations/committee activities
2. Increased number of members who participate in Association leadership opportunities

INDICATOR OF SUCCESS:

4. At least 20 members who are not current leaders will participate in CSHA volunteer/leadership activities (e.g. serve as an Executive Board member or Committee chair/member, participate in legislative activities). NOTE: The Vice President for Governmental Affairs and the Vice President for Planning will report on new participants.

STRATEGIES: Multiple Years---2010-2012

1. By December 31, 2010, 2011, and 2012, the President, in collaboration with Executive Board members, will identify specific task/projects to be completed and contact CSHA members and student members to request their assistance to work on an Association project/issue for a specific period of time.
2. By December 31, 2010, the President will develop a plan to prepare new volunteer leadership for CSHA including, but not limited to, leadership training related to CSHA, establishing a volunteer leader mentoring program, reconnecting with continuing members who may be in a position to serve the Association and/or bringing CSHA members to Executive Board meetings as a way to mentor members for leadership development.
3. By December 31, 2011, the President will set up a program for CSHA Board members to establish contacts with each university communication science and disorders program to encourage them to promote membership and involvement in CSHA by their faculty and students and provide them with information that can be used in professional affairs/practices courses to promote membership and involvement in CSHA.