

A Bold Direction

Indiana Speech Language Hearing Association Continuous Unified Strategic Plan

September, 2018

The rapid pace of change in today's professional environment requires a responsive, ever-changing strategic plan. ISHA needs a culture of continuous innovation in order to stay relevant for our membership and those we serve. The days of creating, monitoring and updating a strategic plan are over. ISHA's new strategic plan is continuous, always evolving to respond to the needs and issues of today's membership.

Volunteerism and service in professional organizations is declining. ISHA feels the decline first-hand as evidenced by declining membership and inactive participation on board committees. In unity there is strength. The strategic plan is unified. Working together, strategic directions can be realized. ISHA is launching a new strategic planning process designed to drive innovation and produce responsive decisions more quickly. Our membership needs to be involved for continuous identification and analysis of the association's most important challenges, opportunities, and decisions on potential solutions. While the strategic plan identifies larger aspirational goals, continuous strategic decision making produces a set of concrete decisions that are operationalized and codified into policy, practice, and future business plans. The unified process is intended to make strategy reviews more focused and integrated with committee work and budgeting processes.

Vision, Mission and Core Values

VISION: The Indiana Speech-Language-Hearing Association is the unified voice and recognized professional resource promoting and advocating for the basic right of communication in the State of Indiana.

MISSION: To support and empower members to provide the highest quality, life changing communication, swallowing and hearing services to the people of the State of Indiana.

CORE VALUES:

Excellence – Individuals with communication, swallowing and hearing impairments deserve to be served by well-qualified practitioners who consistently endeavor to update their skills and knowledge base.

Research based – The practice of audiology and speech language pathology must be based on principles and knowledge that have been and continue to be rigorously tested through the scientific process.

Member-driven – Decisions reflect the priorities of the members

Advocacy – ISHA has a voice in the shaping of legislation in Indiana. It is a goal of this association to support our members and the people they serve through legislative and professional advocacy.

Visionary – Decisions are guided by long term needs of members and the public, and informed by social and political forecasts and trends.

What does EC need to do to support the vision and mission of ISHA? The strategic plan offers the following:

Strategic Direction #1: Robust, Active Membership

Goal #1: Increase overall membership from 12% to 25% over the next four years.

- Increase student membership and active participation of students
 - Implement NSSLHA/ ISHA Representative/Liaison
 - 100% participation goal with seven higher education institutions.
 - Launch licensing/ CFY presentations: “Navigating getting your CCCs” and “networking classes”
 - Structure and launch Member to Member program
 - Establish award for highest % attendance of college/university students at convention
 - Increase participation in poster presentations at convention
 - Establish program to convert student membership to associate membership
 - Establish *Pay it Forward*, the ISHA membership program to increase student membership conversion
- Increase membership and active participation of young professionals (first five years in practice)
 - Conduct needs assessment
 - Hold social events to connect young professionals
- Increase participation of professionals working in Indiana
 - Conduct survey with the membership to actively involve all SLPs and Audiologists working in Indiana.
 - Complete needs analysis of results. Communicate results with the membership.
 - Conduct listening tour in regions of the state to hear from the membership and those who are not members.
 - Publish Membership Directory again
 - Emphasis on Honors of the Association
 - Establish ISHA Fellows honor

Strategic Direction #2: Advocacy

Goal #1: Communicate Medicaid reimbursement to membership

Goal #2: Increase PAC contributions

- Establish university ambassador program for PAC and Foundation giving
- Establish membership wide campaign to increase PAC contributions
- Provide information booth at convention

Goal #3: Continue participation in Advocacy Day

- Apply for ASHA advocacy grant

Strategic Direction #3: Marketing and Communication

Goal #1: Increase transparency between EC and membership

- Establish a consistent and persistent social media presence
 - Implement use of Instagram, Hootsuite and SLP Memes. Get rid of blog
- Establish monthly newsletter featuring great work happening around the state and advertising member events at regional level-Get local
- Provide State of the Association periodic updates to membership
 - Model after ASHA updates following board meetings- 2-4 times per year
- Post minutes on website
- Create Key Performance Indicators (KPI) Dashboard, update quarterly, and post progress on website
 - Establish how progress will be assessed

Goal #2: Increase marketing strategies

- Create new ISHA Logo
- Write grant for rebranding of ISHA/ creation of new website
 - Apply for ASHA grant - early January
- Create video/ PSA : Imagine a world with no ISHA
- Solicit corporate partners for various initiatives including convention
 - Define partnership levels
 - Articulate costs and benefits

Strategic Direction #4: Reorganization and Restructuring of ISHA

Does EC have the VP structure necessary to support the strategic plan and ISHA? If not, what is the recommended VP/ Committee structure?

Goal #1: Create structure of regional representatives to serve as liaisons between ISHA and regional membership

- Write position description
- Hold small regional conferences/CEU events

Goal #2: Create structure of Special Interest Groups

- Write position description
- Hold SIG conferences/CEU events

Goal #3: Create a network of related disciplines (DOE, Indiana Professional Standards Board, Early Hearing Detection and Intervention Center) to stay connected to issues and to increase ISHA visibility

- Appoint members of EC to serve as liaisons to other community partner organizations

Goal #4: Review current structure of ISHA and determine need for restructuring of EC

- Establish mechanism for evaluation of board, central office, lobbyist
 - Frame evaluation around 5 core values

Implementation of the Strategic Plan

Strategic Planning will be an agenda item at every EC meeting.

EC will:

- 1) Review the strategic plan
- 2) Assign responsibilities to do things
- 3) Decide allocation of resources for each goal
- 4) Decide regular reporting structure
- 5) Develop annual work plans
 - a. 4 areas/ 2 goals for each will be reported every meeting

Habits of Highly Effective Boards (adapted from AGB: Association of Governing Boards)

1. Create a culture of inclusion
2. Uphold basic fiduciary principles
3. Cultivate healthy relationships with strategic partners
4. Select effective officers
5. Establish an effective governance committee structure
6. Delegate appropriate decision-making authority to committees
7. Consider strategic risk factors
8. Provide appropriate oversight
9. Develop a renewed commitment to shared governance
10. Focus on accountability