



LONG-RANGE STRATEGIC PLAN: January 1, 2019 – December 31, 2021

VISION STATEMENT

NSLHA will be the leading voice and partner in promoting speech, language, hearing, balance, swallowing and related disorders in Nebraska, and will be an expert in advocating for the rights and interests of persons with communication disorders.

MISSION STATEMENT

The mission of NSLHA is to promote services for speech, language, hearing, balance, swallowing and related disorders in Nebraska; to support its members through professional development, networking, communications, lobbying and advocacy; to encourage education and research activities; and to advocate for the rights of persons with communication disorders.

FOCUS AREA 1: ADVOCACY

ISSUE: An organized, cohesive effort will be developed and maintained by NSLHA and its members to advocate for clients receiving speech, language, and hearing services and enhance the ability for members to deliver those services.

GOALS:

1. Increase member awareness of Nebraska's legislative process.
2. Enhance relationships with professional stakeholders (e.g. state lawmakers, Department of Education, school administrators and the Department of Health and Human Services).
3. Increase member participation in grassroots advocacy.
4. Coordinate with ASHA to strengthen guidelines for current practices in Nebraska.

INDICATORS OF SUCCESS:

1. Advance the NSLHA legislative agenda so that laws and regulations will be modified to improve authorization processes, timely and accurate reimbursement, access and ability to deliver audiology and speech-language-hearing services.

2. Member participation in NSLHA's Legislative Day and grassroots advocacy efforts will increase by 10% by December 31, 2021.
3. Develop positive ongoing relationships with at least two organizations/individuals that share interest and have impact on the professions (e.g. school administrators, school board members, the Nebraska Physical Therapy Association and the Nebraska Occupational Therapy Association) in order to help them better understand the value of speech-language-hearing services and how that improves the quality of life for students and patients.
4. Members will report positive experiences (e.g. more recognition by school administrators and other decision makers, streamlined documentation requirements and processes, more timely and accurate reimbursement, reduced administrative burden with credentialing and third party contracts, and success in overcoming practice barriers and advocating for their clients and students).

STRATEGIES:

1. The **NSLHA lobbying firm, VP Advocacy, VP Medical, VP Schools, Legislative Affairs Committee and staff** will inform members about state regulatory and legislative issues and calls to action as needs arise through email and social media. Timeline: Ongoing
2. **The VP Advocacy, Legislative Affairs Committee and staff** will identify and establish key contacts in a majority of Nebraska's legislative districts that will help lead grassroots efforts; build effective ongoing relationships with their state senators through regular communications; participate in NSLHA's Legislative Day; share stories with NSLHA about the outcomes of delivering services to and advocating for constituents with speech, language, hearing, balance, swallowing and related disorders; and invite lawmakers to participate in visits at their clinics or schools to learn about speech-language-hearing services.
Timeline: By December 31, 2019
3. The **NSLHA lobbying firm, VP Advocacy, Legislative Affairs Committee and staff** will provide a webinar prior to Legislative Day to educate members about the legislative process and inform them about legislative issues including NSLHA's position on priority bills. Additionally, they will educate members about how to advocate for their clients and students through ongoing communications and at the Fall Convention.
Timeline: Annually by December 31
4. The **NSLHA Executive Board, VP Medical, VP Advocacy, VP Schools, Insurance and Reimbursement Committee and Schools Committee** will determine and address priority issues through meetings and regular communications with the Nebraska Department of Health and Human Services, the Nebraska Department of Education, and school administrators. Recommend not listing specific issues as they may frequently change.
Timeline: Ongoing

FOCUS AREA 2: MEMBERSHIP GROWTH AND ENGAGEMENT

ISSUE: As a growing, vibrant organization that embraces and adapts to the changing needs of its members, NSLHA will experience membership growth and engage members who are connected and involved in advancing the association's vision and mission and experience enhanced value and support.

GOALS:

1. Create and maintain a diverse and growing membership that recognizes NSLHA as their primary resource for advocacy, education, resources, tools and information and is engaged in association events, advocacy and other opportunities.
2. Develop new member benefits and services.
3. Increase member participation in leadership and volunteer opportunities.
4. Develop a membership recruitment plan to connect with and engage prospective members.

INDICATORS OF SUCCESS:

1. Increase number of dues paying professional members of NSLHA by 5% annually.
2. Increase retention rate of NSLHA members from 75% to 85% by December 31, 2021.
3. A majority of members will rate the overall satisfaction of their NSLHA membership as "satisfied" through the annual membership satisfaction and needs survey.

STRATEGIES:

1. **The VP Membership, Membership Team and staff** will create a mentoring program, recruit mentors and connect them with members would like to participate. Mentors will be asked to contact the member they're assigned to at least once a quarter to answer questions, share information and resources, discuss volunteer opportunities, personally invite them to upcoming association events, and offer support.
Timeline: Mentors will be assigned as new members join and are asked to touch base with them at least quarterly.
2. **The NSLHA Executive Board, VP Membership, Membership Team and staff** will call new members to ask what the top challenges are that they're facing; ask what are the top things that would allow them to have the most successful year in their school, clinic or practice; and then review member benefits and services that will support those needs.
Timeline: By October 31st annually
3. **The Membership Team and staff** will provide volunteer recognition through the website, email, social media and at NSLHA events.
Timeline: As volunteer work is completed
4. **The NSLHA Public Relations Committee and staff** will review and enhance website content for members (e.g. new member section with welcome packet and membership benefits information; guide on what to expect at events; government relations/advocacy guide and

explanation; guide for students transitioning to graduate school and into the profession; and articles on current and emerging topics and issues).

Timeline: By December 31, 2021

5. **The NSLHA staff** will regularly send “NSLHA Working on Your Behalf” communications to keep members apprised of their benefits, association news, updates, and volunteer opportunities.
Timeline: Ongoing
6. **NSLHA regional representatives** will host meet-up events for members to gather informally and discuss shared interests in a social setting and will host a social event at the NSLHA Convention. Timeline: Regional events as needed and social event at the NSLHA Convention
7. **The NSLHA Executive Board and committee chairs** will recruit up to 5 new potential volunteers/leaders annually.
Timeline: By August 1st for board service; other volunteers identified on an ongoing basis
8. **NSLHA staff** will provide membership recruitment training for the Executive Board and other volunteer leaders on an annual basis. Incentives will be offered. Membership recruitment is an action item at each board meeting. The board and Membership Team members will recruit three new members annually.
Timeline: By July 1st annually
9. **The NSLHA Executive Board, committee chairs and staff** will use the NSLHA Facebook page, NSLHA Connects Facebook group and Twitter account to promote the value of membership and association benefits; keep members and prospective members apprised of upcoming events; and engage members in conversations about issues and opportunities impacting their profession.
Timeline: Ongoing
10. **The NSLHA Executive Board, committee chairs, VP Membership, Membership Team and staff** will recruit professional member volunteers to meet with student organizations to provide education, gather feedback and promote NSLHA membership.
Timeline: Recruit volunteers by August 1st annually in preparation for the Fall semester
11. **The NSLHA VP Membership and Membership Team** will explore and recommend new membership benefits and support and will seek input from the VP Medical and VP Schools for benefits specific to school-based and medical-based members.
Timeline: By December 31, 2020
12. **The VP Membership and Membership Team** will review NSLHA Member/Nonmember Satisfaction and Needs Survey feedback and solicit ongoing feedback from members about how to enhance the value of their membership.
Timeline: By December 31st annually

13. The **Secretary/Treasurer, VP Membership and Membership Team** will research and recommend membership dues categories, models and payment options for school districts, ESUs, clinics, hospitals and practices to expand the number of employees that are NSLHA members. This includes first-time renewal discount; automatic withdrawal from checking account; multiple employee discounts).

Timeline: By June 1, 2019

FOCUS AREA 3: PROFESSIONAL DEVELOPMENT/CONTINUING EDUCATION/NETWORKING

ISSUE: Offer a variety of professional development and networking events for members and prospective members to help them expand their knowledge, learn new practices, and share information and resources.

GOALS:

1. NSLHA members will have access to affordable education opportunities in a variety of formats and time frames throughout the year.
2. A majority of NSLHA Fall Convention attendees will rate their overall experience on their attendee evaluation as “met expectations.”
3. A majority of webinar participants will rate their overall experience on their attendee evaluation as “met expectations.”
4. Develop new education offerings to meet the needs of members and prospective members.

INDICATORS OF SUCCESS:

1. Participation in the NSLHA Fall Convention will increase by 10% by December 31, 2021
2. Member participation in NSLHA webinars will increase 10% by December 31, 2021
3. A majority of members will rate their overall satisfaction with NSLHA professional development opportunities as “meets expectations” on the annual membership satisfaction and needs survey.

STRATEGIES:

1. The **NSLHA VP Education and Continuing Education Committee** will review educational needs identified in the member/nonmember survey.
Timeline: Annually
2. Based on survey and attendee evaluation feedback, the **VP Education and Continuing Education Committee** will recommend new educational offerings or formats to meet the needs of members and prospective members and summarize results and recommendations for the NSLHA Executive Board’s review. The **NSLHA Executive Board, VP Education and**

Continuing Education Committee will review and will determine any need for adjustments or additional professional development offerings to meet members' needs.

Timeline: By July 1st in preparation for the next fiscal year's budget development

FOCUS AREA 4: FINANCIAL HEALTH

ISSUE: Increased revenue and being good stewards of NSLHA's resources results in an association that is able to meet and exceed its members' expectations through delivery of value-added programs and services and remains viable for years to come.

GOAL:

1. Increase revenue for NSLHA, in order to provide member services and support and achieve the association's vision and mission.
2. Enhance cost savings measures that support good stewardship of NSLHA's resources, without undue negative impact on member services delivery and valued programs.
3. Develop an industry partnership program.
4. Increase association cash reserves.

INDICATORS OF SUCCESS:

1. Industry partner support through sponsorships, exhibits and advertising will increase 20% by December 31, 2021.
2. Membership dues income will increase 2% on an annual basis.
3. NSLHA will have one year's worth of operating expenses available in reserves.

STRATEGIES:

1. The **NSLHA Executive Board** will work with the **VP Education and Continuing Education Committee** to reach out to vendors and invite them to participate in the industry partnership program.
Timeline: By June 1, 2019
2. The **NSLHA staff** will send the Annual NSLHA Financial Report to the membership. Timeline: Following the NSLHA Convention
3. The **NSLHA Board** will seek grant funding to support organizational activities.
Timeline: As needed
4. NSLHA will save toward one year's worth of operating expenses available in cash reserves by August 31, 2023.