



STRATEGIC PLAN

September 2008 – May 2009

Introduction and Background

In 2008, the Utah Public Health Association (UPHA) refreshed its Strategic Plan. A Facilitator was hired to assist us, a Constituent Survey was conducted and Focus Groups were held. A beginning document was presented to the Board of Directors in August 2008. The Board then added annual targets to the Plan in September 2008 and again in August 2009. In August, 2009, the Strategic Map found on page 6 was added to the plan.

The elements of our Plan include:

Goals - Six strategic Goals were decided upon:

- A. Expand Membership
- B. Increase Member Participation
- C. Increase Member Benefits
- D. Generate New Revenue
- E. Expand Scope of Influence

For each Goal the Plan outlined these planning item:

- Strategic Priorities,
- Possible Strategies,
- Approved Strategies, and
- Annual Targets with an assigned Responsible Party and Associated Parties

Goal A: Expand Membership

Strategic Priority

UPHA will design and implement a plan to increase the number of members and to increase the diversity of special interests represented in the membership.

Possible Strategies

1. Charge membership committee to develop recruitment plan
2. Offer special discount programs (join for multiple years, organizations that pay for multiple employees)
3. Offer periodic deductions from checking account or charge card to pay dues
4. Email invitation to join to current and new groups of stakeholders (example: students, nurse midwives, social workers)
5. Develop marketing and public relations plan
6. Survey local health officers/supervisors to determine what is needed to get their support for UPHA membership

Approved Strategies

1. Develop Marketing / Public Relations Plan
2. Develop Member Recruitment Plan
3. Study and Implement Corporate / Group Membership Options

Annual Targets - Most Recent at the Top

1. Develop a marketing / public relations plan
2. Develop new and enhanced Member renewal and new member recruitment plan
3. Propose Corporate Memberships and begin recruiting

Responsible Party

- Member Services Unit
- Member Services Unit
- Member Services Unit

Associated Parties

- Communications Unit
- Membership Committee
- Board & Officers

Goal B: Increase Member Participation

Strategic Priority

UPHA will identify and actualize a series of activities designed to expand participation in UPHA leadership and member activities with a particular focus on wider representation from outside the local and state health departments .

Possible Strategies

1. Revise bylaws to increase the diversity of representation on the BOD (start with review and update of operating procedures and bylaws to create clarity regarding the vision: assure representation from individuals who are not employees of health departments, include PH workers and administrators)
2. Look for opportunities to include language that makes it clear that UPHA is an independent, private organization with the goal of providing access to accurate information about current public health topics
3. Clarify that you welcome opposing opinions as a means to explore options but will strive to represent issues with wide application and that have the potential to improve the health of the majority of the population
4. Consider changes in bylaws that increase terms for officers and limit the number of terms an officer or board member may serve
5. Revise bylaws as needed to create a mechanism for members to bring an agenda item to the BOD
6. Consider revising bylaws to allow membership on BOD by a public health advocate and/or public health student
7. Create special interest groups either by topic of interest (to keep multidisciplinary) or by profession and give each SIG a spot to fill on the program plus a location to post items of interest on the web site
8. Work with RN members to design a system and services that attract more public health nurses to UPHA
9. Identify and utilize an MD and RN (others as you see the need) as spokesperson for UPHA who will give advice and help recruit new members
10. Create an advisory committee that meets annually to help you scan the environment and give advice on new opportunities

Approved Strategies

1. Revise Bylaws for Increasing Participation
2. Provide Information on Public Health Topics
3. Create Special Interest Sections into Association Governance
4. Identify, Involve and Utilize Professional Disciplines as Resources

Annual Targets - Most Recent at the Top

1. Revise bylaws to increase the diversity of representation on the board of directors (start with review and update of operating procedures and bylaws to create clarity regarding the vision: assure representation from individuals who are not employees of health departments, include public health workers and administrators)
2. Develop bylaw language that makes it clear UPHA is an independent, private organization.
3. Provide access to accurate information about current public health topics
4. Clarify that UPHA welcomes opposing opinions as a means to explore options but will strive to represent issues with wide application and that have the potential to improve the health of the majority of the population
5. Revise bylaws as needed to create a mechanism for members to bring an agenda item to the BOD
6. Revise bylaws to allow membership on BOD by a public health advocate and/or public health student

Responsible Party

Policy Unit

Policy Unit

Communications Unit

Policy Unit

Policy Unit

Associated Parties

Member Services Unit

Member Services Unit

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| 7. Create special interest groups either by topic of interest (to keep multidisciplinary) or by profession and give each SIG a spot to fill on the program plus a location to post items of interest on the web site | Policy Unit | |
| 8. Work with RN members to design a system and services that attract more public health nurses | Member Services Unit | |
| 9. Identify and utilize an MD and RN as spokesperson for UPHA who will give advice and help recruit new members | Member Services Unit | Executive Officers |

Goal C: Increase Member Benefits

Strategic Priority

Based on an analysis of cost, impact and ability to implement and sustain, UPHA will expand member benefits to include more information exchange and interaction with public health colleagues from the public and private sector.

Possible Strategies

1. Use APHA as a source of ideas
2. Evaluate programs offered by other state associations
3. Develop content on web site that describes local and state health departments and provides links to those depts.
4. Develop content on web site that describes what data are available through DOH and how to access that data
5. Develop content on web site that connects individuals to public health job postings
6. Post board minutes on web site
7. Post bylaws on web site
8. Evaluate list serve as to relevance and timing
9. Continue legislative updates
10. Consider establishing electronic discussion group to give more background on legislative issues
11. Rotate BOD meetings around the state
12. Set target date for first regional meeting with plan to rotate regions each year in addition to annual meeting
13. Make a plan for a member of the BOD to provide education session to PH students every year
14. Increase coordination with education programs for sharing information and education resources
15. Offer a leadership development program at the annual meeting
16. Work with public health faculty to create student projects that meet student needs and contribute content for UPHA web site (example: issue briefs)

Approved Strategies

1. Publish Valuable Newsletters
2. Enhance Web Site Content and Expand Links
3. Enhance eMail List Service and Other Online Services
4. Enhance Advocacy Resources, including CAPWIZ
5. Integrate Activities with Public Health Academic Programs and Students
6. Increase Leadership Development Opportunities
7. Increase Communications with Members, Partners and Stakeholders

Annual Targets - Most Recent at the Top

1. Publish Fall and Spring Newsletters
2. Develop and manage new content on UPHA website
3. Expand eMail List Service and Other Online Services
4. Develop Advocacy Resources and expand use of advocacy tools and systems
5. Integrate association activities and resources with academic programs
5. Evaluate Leadership and Communication programs offered by other state associations

Responsible Party

- Communications Unit
Communications Unit
Member Services Unit
Executive Officers

Associated Parties

- Editorial
Internet Committee
Communications Unit
Board of Directors

Goal D: Generate New Revenue

Strategic Priority

The UPHA Officers & Board of Directors will develop measurable goals that represent an increase in revenue to be realized through new approaches to current activities and new sources of funding for selected activities. Increase organizational capacity to improve effective governance and sustainability.

Possible Strategies

1. Raise dues to \$50/year
2. If you want to attract advocates (not just professionals) raise dues based on income (for example: \$35 for less than \$35,000/year, \$50 for \$35,000- \$70,000/ year. \$75 for over \$70,000) but do not require proof of income.
3. Increase fees to sponsors and exhibitors at annual meeting
4. Create tiered fee schedule for exhibitors
5. Expand exhibit hall at annual meeting (see suggestions at end of document)
6. Member recruitment campaign
7. Write letter from President describing benefits of membership (post with membership form on line). Frame content from employer's perspective in hopes of increasing number of members who do not have to pay out of pocket
8. Make revenue generation a measurable goal for executive director
9. Revue policies for utilization of corporate support so you are ready to accept increased amount and respond to concerns regarding any undue influence
10. Consider contracting with a professional to recruit exhibitors at annual meeting.
11. Creating a special section for public health nurses will expand the types of exhibitors who will be interested in UPHA annual meeting.

Approved Strategies

1. Recruit and Hire Staff, Executive Director
2. Organize Resource Development Group
3. Begin sustainable resource efforts
4. Study Increasing Dues and Fees

Annual Targets - Most Recent at the Top

1. Hire an Executive Director
2. Organize sustainable resource development group
- 3 Approach foundations and corporate donors for sustainable resource donations
4. Develop revenue policies for corporate support

Responsible Party

- Officers
Fiscal Unit
Executive Director
Fiscal Unit

Associated Parties

- Board of Directors
Executive Director, Officers
Officers
Bylaws Committee

Goal E: Expand Scope of Influence

Strategic Priority

In preparation for the new image generated by Goals A - D, UPHA will establish policies and procedures designed to promote partnerships with other organizations that share common agendas, encourage informed debate and expand the role of UPHA as a source of expertise on public health issues in Utah.

Possible Strategies

1. BOD develop plan to explore potential for collaboration with other public health organizations (group name, mutual goals, collective needs, who will approach)
2. Seek consultation from UT policy expert regarding how the legislature works between sessions as this may be the best opportunity to provide expert opinion on topics without taking a position on legislation
3. Develop BOD policies to guide decisions regarding formal and informal relationships with other public health organizations
4. Invite consumer based public health groups to exhibit at UPHA annual meeting with discount rates
5. Offer panel discussion from consumer based public health groups at annual meeting (controlled controversy)

6. Overcome pressure to cover every public health issue by developing a system for focusing on two to ten public health issues a year. Make this system clear to members.
7. Consider creating position on BOD for presidents or appointed representatives from organizations with very similar mission (example: UHEA) then negotiate reciprocity
8. Create a joint Presidents Council as a mechanism for communication between presidents of like minded organizations. This could meet in person one time a year and via a discussion group more often. (Example: if one organization is starting a project and needs to help this could be a quick way to get it. UMA shared a booster seat example where they have the project but need help getting the word out)
9. Consider ex-officio appointments to Board as a means to expand diversity in representation
10. Consider a new model (Red Cross or Chamber of Commerce).

Approved Strategies

1. Sponsor Public Health Day at the Legislature
2. Sponsor and Organize Utah’s Public Health Week
3. Develop Plan to Collaborate with Related Public Health Organizations
4. Study Legislative Advocacy Options
3. Develop Process to Focus on Key Public Health Issues to Sponsor Activities
5. Create a Joint Leadership Council for Related Public Health Organizations
6. Study Options for Board Representation from Other Organizations

Annual Targets - Most Recent at the Top

1. Organize Public Health Day at the Legislature
2. Sponsor and Organize Utah’s Public Health Week
3. Develop Plan for enhancing advocacy efforts

Responsible Party

- Policy Unit
- Communications Unit
- Member Services Unit

Associated Parties

- Communications Unit,
- Legislative, Board
- Board
- Officers , Board of Directors

Association Strategic Plan

