

# UTAH PUBLIC HEALTH ASSOCIATION

# DRAFT



## ***STRATEGIC PLAN***

**September 2008**

## UPHA Strategic Priorities

September, 2008

**A. 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.**

**B. 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.**

**C. 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.**

**D. 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.**

**E. 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.**

*The next section identifies possible strategies to be considered by the UPHA Officers and Board of Directors in order to address each priority. In all situations the BOD will be challenged to consider the relevance, risks, and resources needed to discard or approve each strategy as well as the most appropriate timing for implementation. The suggestions were not completely vetted to be in accordance with your new 501(c)(3) status.*

A. Goal: Expand membership (numbers and diversity)

**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

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

### Approved Strategies

Responsible party  
Year One Targets

B. Goal: Increase member participation

**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

- 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)
- 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
- 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
- Consider changes in bylaws that increase terms for officers and limit the number of terms an officer or board member may serve
- Revise bylaws as needed to create a mechanism for members to bring an agenda item to the BOD
- Consider revising bylaws to allow membership on BOD by a public health advocate and/or public health student
- 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
- Work with RN members to design a system and services that attract more public health nurses to UPHA
- 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
- Create an advisory committee that meets annually to help you scan the environment and give advice on new opportunities

Approved Strategies

Responsible party  
Year One Targets

C. Goal: Increase member benefits (information exchange, content/ type of education sessions, special interest groups)

**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

- Use APHA as a source of ideas
- Evaluate programs offered by other state associations
- Develop content on web site that describes local and state health departments and provides links to those depts.
- Develop content on web site that describes what data are available through DOH and how to access that data
- Develop content on web site that connects individuals to public health job postings
- Post board minutes on web site
- Post bylaws on web site
- Evaluate list serve as to relevance and timing
- Continue legislative updates
- Consider establishing electronic discussion group to give more background on legislative issues
- Rotate BOD meetings around the state
- Set target date for first regional meeting with plan to rotate regions each year in addition to annual meeting
- Make a plan for a member of the BOD to provide education session to PH students every year
- Increase coordination with education programs for sharing information and education resources
- Offer a leadership development program at the annual meeting
- 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

#### Responsible party

#### Year One Targets

D. Goal: Generate new revenue (dues, grants, corporate funding)

**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.**

### Possible Strategies

- Raise dues to \$50/year
- 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.
- Increase fees to sponsors and exhibitors at annual meeting
- Create tiered fee schedule for exhibitors
- Expand exhibit hall at annual meeting (see suggestions at end of document)
- Member recruitment campaign
- 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
- Make revenue generation a measurable goal for executive director

- Review policies for utilization of corporate support so you are ready to accept increased amount and respond to concerns regarding any undue influence
- Consider contracting with a professional to recruit exhibitors at annual meeting.
- Creating a special section for public health nurses will expand the types of exhibitors who will be interested in UPHA annual meeting.

Approved Strategies

Responsible party

Year One Targets

E. Goal: Expand scope of influence (identity, communication, advocacy, collaboration)  
**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

- BOD develop plan to explore potential for collaboration with other public health organizations (group name, mutual goals, collective needs, who will approach)
- 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
- Develop BOD policies to guide decisions regarding formal and informal relationships with other public health organizations
- Invite consumer based public health groups to exhibit at UPHA annual meeting with discount rates
- Offer panel discussion from consumer based public health groups at annual meeting (controlled controversy)
- 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.
- Consider creating position on BOD for presidents or appointed representatives from organizations with very similar mission (example: UHEA) then negotiate reciprocity
- 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)
- Consider ex-officio appointments to Board as a means to expand diversity in representation
- Consider a new model (Red Cross or Chamber of Commerce)

Approved Strategies

Responsible party

Year One Targets

The following is a list of suggestions from constituents regarding what organizations share the UPHA commitment to improving the health of the citizens of Utah.

Center of Excellence in Public Health Informatics  
Local Public Health Nursing Directors Association  
Utah Association of Counties  
March of Dimes  
Utah Environmental Health Association  
Health Officer Association  
Utah Health Education Association  
Utah Dietitians Association  
Utah Nurses Association  
Utah School Nurses  
Utah Association of Health Care Quality  
Utah Medical Association Adult Immunization Coalition  
Utah Dental Association  
Health Insight  
Utah Moms for Clean Air  
Utah Cancer Action Network  
Mental Health Alliance  
Planned Parenthood  
American College of Nurse Midwives – local chapter  
UALHO  
UALBH  
Utah Society for Healthcare Communications and Marketing  
UCASA  
Utah Pediatric Society  
Utah Medical Association  
Association of Community Health Centers

The following is a list of suggestions regarding possible exhibitors/sponsors for UPHA activities.

Find local reps for companies that exhibit at APHA  
Red Cross  
Emergency supply kits  
Vaccine companies  
KIPHS  
Cardinal Health  
Utah Medical Association  
Health Insight  
Utah Hospital and Health Care Organizations Association (they have money to do disaster preparedness)  
U of U

Westminster

BYU

Utah Pediatric Society – especially if they have funding for a public project

Utah Medical Association - especially if they have funding for a public project

Hospitals – watch for funded projects that may need to do public outreach