



NJSHA STRATEGIC PLAN

2021-2023

**NJSHA STRATEGIC PLAN
2021-2023**

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OVERVIEW

This Strategic Plan was developed in December 2020 by a group comprised of the NJSHA Board of Directors, Committee Chairs and student representatives.

Objectives and strategies were based on a survey of the membership. Six core areas were identified with objectives as follows; Advocacy, Communication, Leadership, Membership Education-Awareness, Networking and Mentorship and Resources.

Strategies were developed for each objective with indicators for success and completion dates. All strategies have work groups identified that comprise collaboration between NJSHA various committees. For each strategy a primary committee was identified as the lead. **The lead committee is listed first and is in bold.**

During planning various methods were identified to disseminate information or to promote networking. These methods are defined below.

- Town Hall--pre-planned scripted program offered for continuing education credits
- Roundtable--topic-specific discussion led by committee chairs, continuing education credits are optional for this format
- Forum--open discussion of specific concerns related to a particular "hot topic"

To complete a number of the strategies, membership surveys will need to be performed. The following surveys have been identified:

- Advocacy Survey
- Committee Volunteer Survey
- Expert Survey (D/HH, Medically based topics, DEI, Social Justice, Multicultural Standards and Best Practice)
- Diversity, Equity and Inclusion Survey (DEI)
- Audiology Survey
- Medical Based Speech-Language Pathologist Survey

This plan will be reviewed quarterly to check on the progress of the objectives and strategies. Since this is a working document adjustment can be made to the plan as agreed by the Board of Directors.

One all encompassing survey will be distributed to the membership to recruit speakers with expertise in D/HH, Medically based topics, DEI and Social Justice and Multicultural Standards and Best Practices related to clinical practice. NJSHA members will be asked to identify NJSHA members or non-members with expertise in the topic areas that are listed above.

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I. ADVOCACY

A. Strategic Objective: NJSHA will maintain and increase state level advocacy.

Goals	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Create whitepapers to support advocacy	<ul style="list-style-type: none"> a. Identify Issues or area of concerns b. Assign identified concern/area to appropriate committee(s) c. Share whitepaper with members and public, when appropriate 	Legislative Committee Relevant Committee(s)	Completion of 1 to 2 white papers	2023	<p>2/22- The LC continues to follow and respond to legislative issues that arise. Bills NJSHA supported have either been signed (e.g. working after retirement bill) or conditionally vetoes but remain in place for two years (pay parity for telemedicine). Ongoing and new bills continue to be followed and either responded to via registering support, meeting with legislators/aids, or testifying.</p> <p>LC is also looking to submit a request for rule change to allow permanently virtual, real time, supervision of those with a temporary license.</p> <p>10/21 – AAA/EI working on letter regarding increased access AAC for EI children Dysphagia Committee working on white paper regarding changing oversight requirements for SLPs performing FEES in nursing homes</p>
2. Survey membership on relevant concerns	<ul style="list-style-type: none"> a. Create 3-4 question survey b. Send out semi-annually poll 	Legislative Committee Relevant Committee(s) Management	15% response rate	October 2021, 2022, 2023	6/22 - Survey sent to members regarding the ASLP-IC. Results due 6.24.22. Will be reported to BOD for discussion and action plan.
3. Create an annual legislative agenda	<ul style="list-style-type: none"> a. Review ASHA’s Annual Report and identify items for NJSHA’s annual legislative goals b. Review survey results from goal 2 c. Share Information with members and public, when appropriate 	Legislative Committee Lobbyist(s)	Annual Agenda Created	Dec 2021, 2022, 2023	10/21 - Meeting to be held 10/29/2021

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4. Monitor and respond to Legislative Issues that arise.	a. Review implications and develop an action plan b. Share Information with members and public, when appropriate	Legislative Committee Relevant Committee(s)	Timely review and response	TBD by the issue/concern	6/22 - Ongoing. As new bills are introduced, LC along with relevant committees review and provide input to legislative agents. 10/21 - PBA project moving forward SAC addressing DOE decision to continue virtual sessions
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I. ADVOCACY

B. Strategic Objective: NJSHA will identify and address insurance issues on behalf of the membership and the clients they serve.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Monitor and Advocate coverage and reimbursement issues	a. Identify concerns and issues: <ul style="list-style-type: none"> • Generate poll(s) based on membership concerns/issues. • Visible Advocacy form/link (intent of general form -anytime) (possible pop-up upon Advocacy tab) to be developed and place on website (NEWS Feed) 	Legislative Committee Relevant Committee(s) Appropriate representation which includes Legislative Agent	Response to polls and contacts to committee(s)	ongoing	6/22 - LC continues to participate on monthly calls with Horizon BC/BS. 2/22 - Along with PP and HC the LC has confirmed who is required to follow the Federal and State vaccine mandates, to update billing codes for virtual services, and confirmed the extension of the Federal PHE which results in ongoing coverage by Medicare of virtual SLP services. We have also reached out to ASHA regarding the issue of "meaningful benefit" due to insurance plans that have increased copays to exceed the allowed amount for 92507. NJSHA reps continue to meet monthly with Horizon to troubleshoot and problem-solve issues as they arise.
	b. Organize Grassroots Efforts: <ul style="list-style-type: none"> • Inform members of issues/concerns • Steps to take on the issue(s) • Contact state/ federal legislatures, where appropriate 	Legislative Committee Public Relations Committee Media Committee	TBD	ongoing	

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Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
	<ul style="list-style-type: none"> c. Develop Template Letters d. Share Information with members and public, when appropriate 				
2. Develop relationships with Insurance Companies and NJ state agencies	<ul style="list-style-type: none"> a. Create specific contacts and profiles with companies and state entities, with distribution of list to be determined by the President. 	President and/or Designee Legislative Agent	Contact list updated	Review annually	2/22 – President- Ongoing; with legislative committee oversight
3. Create an <u>Insurance Education Program</u>	<ul style="list-style-type: none"> a. Develop an Outline with section timelines as follows. <ul style="list-style-type: none"> • Essential components: <ul style="list-style-type: none"> i. Identify types of insurance ii. Coding Issues: <ul style="list-style-type: none"> o Common errors o Link to common coding/matrix iii. Use ASHA resources iv. Customize to NJ needs b. share Information with members and public, when appropriate 	Healthcare Committee Private Practice Committee Media and Website Committee Public Relation Committee	Final document completed	Dec 2023	2/22 – PP - Addressing insurance information via organization of pop up programs and/or webinar. Have worked on monitoring Scope of Practice, Telehealth, No surprise act, vaccine mandates. Have introduced ideas to consider for future including longer term issues related to COVID. CoPay disparity with reimbursement.
4. Educate and increase awareness on Insurance issues	Disseminate information: <ul style="list-style-type: none"> • Email blasts • Website/Social Media • Print Media • VOICES • Updates at Convention 	Healthcare and Private Practice PR Media and Website	Information Provided	Ongoing	2/22 – PP - During two private practice meetings we have discussed numerous insurance issues/concerns. On the NJSHA website, members area, committee resources, private practice, the links to ASHA have been viewed and are up to and are relevant for information related to coding/billing, the No Surprise Act, and the Public Health Emergency. 2/22-Healthcare indicates information is

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Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
					provided on the website and VOICES

I. ADVOCACY

C. Strategic Objective: NJSHA will monitor and support members on encroachment and/or suppression of speech-language pathology and audiology scopes of practice.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Maintain and develop relationships with other professions/organizations	<ul style="list-style-type: none"> a. Identify other professions/organizations b. Determine focused topics c. Review current SLP/Aud scope of practice: <ul style="list-style-type: none"> o Licensing Board o Education Certificate-SLS o ASHA d. Develop strategies and techniques to best collaborate with each entity 	Legislative Committee Legislative Agent Relevant Committee(s)	Creation of contact list of Professions and/ or Organizations	September 2021 Reviewed annually	6/22 - We continue to follow up with NJ Consumer Affairs regarding RDH concerns. No formal response as of yet. A meeting will be scheduled with NJ DOE/SAC. 2/22- Complaints were filed July 2021 with our licensure board and the dental board regarding RDH working without a license, no response yet despite several follow ups. NJSHA/NJABA Collaborative practice group has resumed meeting to develop resources. LC along with SAC and our Legislative Agents to provide input to the DOE regarding virtual related services, and this topic is still monitored. LC working with AAC/EI are seeking to disseminate information to EI providers regarding AAC.
2. Develop materials and resources for instances of infringement/suppression (e.g.: RDH, FEES) on scope of practice	<ul style="list-style-type: none"> a. Post description of SLP/AuD scope of practice to website b. Review and compare the possible violators' scope of practice c. Develop a flowchart for members to understand the process of investigating their concerns on infringement. 	Legislative Committee Legislative Agent Relevant Committee(s) Executive Committee	Appropriate resources posted to the website	December 2023	

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	<p>d. When appropriate, write letters of support talking to specific concerns to appropriate entities</p> <p>e. Share information with members and public, when appropriate</p>				
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I. ADVOCACY

D. Strategic Objective: NJSHA will develop resources and support self-advocacy for speech-language pathologists and audiologists in the workplace.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. NJSHA will consider support of individual member(s)'s issues/concerns	a. Develop criteria/guidelines on when the association should consider an association response.	NJSHA EC NJSHA Board	Completion of Guidelines	December 2021	6/22 – President Ongoing; with legislative committee oversight 2/22 – President - Self advocacy resources discussed at Leadership level; forma programs to be developed for 2023.
2. Develop a Self-Advocacy Program (SAP) to support members	<p>a. Create Task Force (note: represents the different aspects of the professions)</p> <p>b. Develop outline for SAP</p> <p>c. Survey the members to determine their personal challenges and experience</p> <p>d. Educate members where to find current resources with mini video (2- minutes)</p>	Legislative Committee Task Force Legislative Agent	Task Force established	December 2021	6/22 - SAP will be developed. 2/22 - Chair of LC has reached out to other state association leaders to coordinate efforts to develop a SAP program
	<p>e. Develop the SAP documents that may contain:</p> <ul style="list-style-type: none"> o Tool Kits o Template Letters o Webinars o Annual Update o Testimonials <p>f. Example of Issues:</p>	Legislative Committee Task Force Legislative Agent	Final document completed	Dec 2023	

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Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
	(Caseload vs Workload, PPE, Block Scheduling - NJ*, Polls, Use of hyperlinks to ASHA)				
	g. Share information with members and public, when appropriate	Media and Website Committee Public Relations Committee	Information Posted	Ongoing	

I. ADVOCACY

E. Strategic Objective: Improve communication of legislative changes

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Increase information output regarding legislative changes	a. Use more email blasts for "URGENT" topics/announcements.	Legislative Agent & Legislative Committee, Public Relation Committee Media and Website Committee <i>VOICES</i>	E-blasts completed	Ongoing	6/22 - As legislation is passed, information is posted on website. 2021 Legislative Successes were posted on the website, and a poster was made to show at the Convention. Articles have been written for VOICES. 2/22 - 2021 Advocacy successes will soon be posted to NJSHA's website. As new legislation is passed, or membership input is needed, email blasts, website updates and social media posts have been made. This will continue. Additional articles for VOICES will be submitted as well.
	b. Produce legislative update newsletter for membership.		Bi-monthly production (minimum of six/year)	Ongoing	
	c. Continue to use the "Legislative Action" section of <i>VOICES</i> to keep members informed, along with a link		Quarterly	Ongoing	

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	to access additional information on the website.				
	d. Hold pop-up round tables or informational forums for critical issues as needed		Round Table completed	Ongoing	

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II. COMMUNICATION

A. Strategic Objective: Educate the public regarding the scope of speech-language pathology and audiology.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Provide education to the general public via various platforms	a. Survey allied health and/or related professionals regarding their perceptions of SLPs' and AUDs' knowledge base/role.	Public Relations Committee Jaffe Communications Media and Website Committee Craven Management Associates Various Committee Members	One survey to a targeted profession each year.	2021/2022/2023	2/22 – PR - Use of facebook, instagram, twitter and the website to alert. Same as below.
	b. Write letters to the editors for both English and foreign language publications		4-6 per year	2021/2022/2023	
	c. Send press releases, OP-EDS, or special interest stories to appropriate outlets		4-6 per year	2021/2022/2023	
	d. Create and distribute PSAs for NJ radio stations and/or TV channels		1-2 per year	2021/2022/2023	

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	e. Purchase vendor space and/or present at allied health and related professionals' and services annual conventions/meetings (e.g., NJEA, NJSBA, NJIDA, NJABA, Health Care Fairs, Pediatricians, Senior Citizen Organizations)		1 per year	2021/2022/2023	
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II. COMMUNICATION

B. Strategic Objective: Develop more town halls, roundtables and forums

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Offer one Town Hall for each region. (North, Central, South, West) that provides CEUs	a. Provide Town Halls across the continuum of disciplines within the fields of speech/pathology & audiology held live and/or virtually	Executive Committee Various Committee Chairs, CE, Media	One Town Hall per region	6/2023	6/22 - President - Town Halls currently on hold due to pandemic; goal deferred until Spring 2023 2/22 – President - Town Halls currently on hold due to pandemic. Committees continue to discuss options.
2. Increase the number of roundtables/forums	a. Virtually provide programs targeting a specific concern in the field	Committee initiating the roundtable/forum	At least one quarterly per year	6/2023	

II. COMMUNICATION

C. Strategic Objective: Explore current communication methods for their effectiveness and identify new methods to improve communication with members.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
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1. Analyze current communication methods	<ul style="list-style-type: none"> a. Review click rates of current e-blasts b. Review website hit rates for accessing the <i>VOICES</i> c. Review social media for engagement 	Public Relations Committee Management Company Media and Website Committee Executive Committee	Semi Annual review completed	2021/2022/2023	2/22 – PR - Use of facebook, instagram, twitter and the website to alert. Same as below.
2. Increasing information output regarding media access	a. Produce and post “How to” videos about how to access website and social media	Media and Website Committee Public Relations Committee Management Company	Ongoing, posted on website (Updated as needed)	6/2023	2/22 – Media This is currently being discussed within the PR meetings-i.e. posting on other pages to raise awareness of NJSHA's

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III. LEADERSHIP

A. Strategic Objective: Advance membership engagement via cultivation of leadership at the Committee level and Executive level.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
<p>1. Expand committee membership and cultivate leadership skills via mentoring.</p>	<p>a. Each committee will develop questions related specifically to their committee, to be compiled into one survey. Questions will focus on w each member may see themselves serving & developing their leadership skills within a specific committee.</p>	<p>All Committees Management</p>	<p>Survey completed</p>	<p>June 2021</p>	<p>6/22 – MIC - Approximately 3 new members; ASHFoundation Virtual 5K walk 8/27/22.</p> <p>6/22 – CE - Since January 2022, CE members have been taking part in subcommittee responsibilities.</p> <p>6/22 – AUD - Email invite for committee meeting scheduled for all NJSHA members & volunteers. Will give update and issues needing attention and volunteer involvement. Completed 6/23/22</p> <p>2/22 – PP - Added 1 new member to PP committee One PP member has been very newly engaged and may be a future leader</p> <p>2/22 – CE -Maddy reached out to interest members in Fall 2021. We divided subcommittee responsibilities amongst the CE members during our January 2022 meeting.</p> <p>2/22-Healthcare gained 1 new member for Dysphagia Subcommittee</p> <p>2/22 – Higher Ed – Solicited new members via all participating programs, reached out to new Program director at Rutgers.</p> <p>2/22 – Audiology - An email blast to our members is planned for</p>

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					2/2022. This will encourage our members to volunteer and/or express any special interests, needs or new concerns. 10/1 – Continuing Ed Committee reached out to committee members to assign new responsibilities
	b. Least one current member of an existing committee will be assigned to take on a new responsibility.	Committee Chair	New responsibility assigned per committee	December 2021	
	c. After the surveys are returned, at least one new member will be added to at least 3 different committees	Management Committee Chairs Consultant: President	New committee members assigned	December 2021	
2. Provide a leadership training program every three years to enhance leadership skills of current committee members and potential new leaders.	a. Select speaker/topic and date; organize event	President Management EC	Leadership training program conducted	Fall, 2021	

III. LEADERSHIP

B. Strategic Objective: To Increase Ease of members joining Committees by making adjustments to NJSHA’s website

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
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<p>1. Refine volunteer portion on the NJSHA website to facilitate easier access</p>	<p>a. Add a volunteer button on the homepage. This adds to the visibility and reduces the time searching within the website.</p> <p>b. Add a button that allows members to verify membership.</p>	<p>Media and Website Committee Management Company</p>	<p>Website modified</p>	<p>March 2021</p>	<p>Completed</p>
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IV. MEMBERSHIP EDUCATION AND AWARENESS

A. Strategic Objective: To provide clinical information for evaluation and treatment for D/HH students

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Identify individuals with expertise in evaluation, treatment approaches, environmental accommodations, educational models and considerations of IPP for D/HH individuals.	a. Recruit individuals as identified in the goal by sending a survey to NJSHA members and contact non-members, groups, faculty or school programs	Audiology Committee School Affairs Committee Augmentative and Alternative Communication Committee Private Practice Committee Healthcare Committee	Completion of the vetted list	June 2021 April 2022	6/22 – AUD - Programs offered at Convention for Pediatric Rounds. Programs covered Management of D/HH students and there was also a program on management of newly ID newborns w. HL. Completed April 2022.
	b. Compile a list of people with expertise in evaluation and treatment of the D/HH populations.				2/22 – Audiology - There is a program planned for convention in 4/22 for pediatric grand rounds. Part of that focus will be on management of the D/HH student. 2/22 – CE - We have collaborated with the Audiology committee and are in process of scheduling webinar and conference events with speakers in the field; We are hoping to have Dr. Cliff Olsen present in Fall 2022. 10/21 – CE Committee collaborated with Audiology Committee to schedule webinars and Convention speakers
	c. Vet the individuals on the list.	Consultants: Continuing Education Convention Committee		September 2021	

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2. Identify topic(s) and content and method this information is to be shared with the membership. This could be a news article and or webinar, town round table, podcast, convention session	a. For each topic area confirm course duration and timing of presentation.	Audiology Committee School Affairs Committee Augmentative and Alternative Communication Committees Private Practice Committee Healthcare Committee	1-2 topic area events identified	December 2021	6/22 – AUD - News articles released & shared to members on noise-induced HL. Completed May 2022.
3. Execute the topic and method as identified above.	a. Market events to SLs/AUDs in New Jersey and from surrounding states.	Continuing Education PR Committee Media and Website Committee Management Company	1-2 topic area events completed	Between April 2022 and December 2023	6/22 – CE - Although we have had trouble scheduling Dr. Cliff Olsen to present, we will continue to collaborate with the Audiology committee for possible webinar for 2022-2023 year.

IV. MEMBERSHIP EDUCATION AND AWARENESS

B. Strategic Objective: To provide more continuing education opportunities for medical based speech-language pathology to advance their knowledge specific to their settings.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Identify individuals, groups, faculty or school programs with expertise in medically based topics	a. Recruit individuals as identified in the goal by sending a survey to NJSHA members and contact non-members, groups or faculty b. Compile a list of people	Healthcare Committee Higher Education Committee Audiology Committee School Affairs Committee	Completion of the vetted list	December 2021	2/22- Healthcare- A) During the first winter Healthcare Committee meeting time will be set aside for discussing concerns regarding COVID Long Haulers. B) Tovah Feehan will discuss pediatric feeding in a Roundtable Virtual Style Discussion in March or April

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	with expertise in medically based topics. c. Vet the individuals on the list.	Augmentative and Alternative Committee Private Practice Committee Continuing Education Committee			C) Gabriella Marrone will discuss Voice Therapy in a Roundtable Virtual Style Discussion in March or April D) The Healthcare Update at the Convention will provide educational update regarding insurance and will address any insurance issues or concerns. Also, an update on the Dysphagia Subcommittee will be provided and Early Intervention update will be provided as well. D) Lisa Rose McCabe will present on Aphasia during a Town Hall pre planned perhaps Virtual Style in May per her request for that time of year. (She has suffered a great loss)
2. Identify topic(s) and content and method this information is to be shared with the membership. This could be a news article and or webinar, town round table, podcast, convention session	a. Solidify content for presentations and confirm topic area and the format and course duration and timing of presentation.	Continuing Education Committee Healthcare Committee Higher Education Committee Audiology Committee School Affairs Committee Augmentative and Alternative Committee Private Practice Committee	1-2 topics and platforms identified	March 2022	10/21 – Healthcare – Town Hall, Tovah considering Town Hall or RoundTable, -- No dates set
3. Execute the topic and method as identified above.	a. Market events to SLPs/AUDs in New Jersey and from surrounding states.	Continuing Education Committee Public Relations Committee Media and Website Committee Management Company	1-2 topic area events are completed	Between April 2022 and December 2023	6/22 – CE - We are planning to have Dr. Alan Shikani present a medical based webinar in November 2022. We will continue to collaborate with the Healthcare and Private Practice committees. 2/22 – CE - We have Dr. Anil Lalwani who will be presenting in February 2022 and we are planning to schedule another medical based webinar for the 2022-2023 year. We will continue to collaborate with the Healthcare and

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					Private Practice committees.
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IV. MEMBERSHIP EDUCATION AND AWARENESS

C. Strategic Objective: Increase awareness of issues and principles related to diversity, equity and inclusion (DEI) and social justice.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Identify individuals, groups, faculty or school programs with expertise in social justice, diversity equity and inclusion (DEI) and racism	<ul style="list-style-type: none"> a. Develop and recruit individuals as identified in the goal by sending a survey to NJSHA members and contact non-members, groups or faculty b. Compile a list of people with expertise in social justice, diversity equity and inclusion (DEI) and racism c. Vet the individuals on the list. 	<p>Multicultural Committee Higher Education Committee Audiology Committee School Affairs Committee Private Practice Committee Healthcare Committee</p> <p>Consultant: Continuing Education</p>	Completion of the vetted list	December 2021	6/22 – Social media posts – ongoing Work with AAC – ongoing ASHA Foundation Virtual 5K Walk – 8/27/22
2. Identify topic(s) and content and method this information is to be shared with the membership. This could be a news article and or webinar, town round table, podcast, convention session	<ul style="list-style-type: none"> a. Solidify content for presentations and confirm topic area and the format and course duration and timing of presentation. 	Continuing Education Committee Multicultural Committee Higher Education Committee Audiology Committee School Affairs Committee Private Practice Committee Public Relations Committee Media and Website Committee	1-2 topics and platforms identified	March 2022	

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		Healthcare Committee			
3. Execute the topic and method as identified above.	a. Market events to SLPs/AUDs in New Jersey and from surrounding states.	Continuing Education Public Relations Committee Media and Website Committee Management Company	1-2 topic area events are completed	Between April 2022 and December 2023	6/22 – CE - We are unsure of the status of Dr. Saskia Brown who was supposed to present a webinar for us. In the meantime, we do have Leslie Grubler who is scheduled to present a webinar on diversity in March 2023. We will continue to collaborate with the Multicultural committee. 2/22 – CE - We have Dr. Saskia Brown who is supposed to be presenting in the next few months. We are also looking into another webinar for 2022-2023 years. We will continue to collaborate with the Multicultural committee. 10/21 CE Committee - webinar scheduled for October and then postponed to January.

IV. MEMBERSHIP EDUCATION AND AWARENESS

D. Strategic Objective: Increase awareness of recently published academic and/or clinical research which aligned with best practices.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Identify faculty, students and clinicians to participate in a Podcast concerning their published research findings and application for professional practice.	<p>a. Compile a list of people in Higher Education and/or clinical settings involved in recently published or relevant research.</p> <p>b. Request a 250-word summary of the research focus and findings and APA citations.</p> <p>c. Develop a rubric to vet submitted research based on relevance and alignment</p>	Higher Education Committee Student Issues Committee	3 podcasts posted per year	2021/2022/2023	2/22- Higher Ed - Discussed at Fall meeting; asked members to identify participants/researchers. Received a few suggestions. Will need guidance for further action regarding podcast production.

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	with best practices. (Within 60 days of receipt of summary.)				
	d. Provide information to Approved researchers to develop their Podcast. (Researchers will be asked to complete the Podcast within 45 days.)				

IV. MEMBERSHIP EDUCATION AND AWARENESS

E. Strategic Objective: To increase awareness of Multicultural standards and best practices as they relate to clinical practice.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Identify individuals, groups, faculty or school programs with expertise or resources regarding multicultural standards and best practices	<ul style="list-style-type: none"> a. Recruit individuals as identified in the goal by sending a survey to NJSHA members and contact non-members, groups or faculty b. Compile a list of people with expertise in medically based topics. c. Vet the individuals on the list. 	Multicultural Committee Ad Hoc Committee established by MIC	Completion of the vetted list	June 2021	6/22 – Applied for ASHA grant University student presentation – 4/8/22
2. Identify topic(s) and content and method this information is to be shared with the membership. This could be a news article and or webinar, town round table, podcast,	a. Solidify content for presentations and confirm topic area and the format and course duration and timing of presentation.	Multicultural Committee, Ad Hoc Committee Continuing Education Committee	1-2 topics and platforms identified	September 2021	

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Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
convention session					
3. Execute the topic and method as identified above.	Market events to SLPs/AUDs in New Jersey and from surrounding states.	Multicultural Committee Ad Hoc Committee Continuing Education Committee Media and Website Committee Public Relations Committee Management Company	1-2 topic area events are completed	Between January 2022 and September 2023	

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V. NETWORKING AND MENTORSHIP

A. Strategic Objective: Increase membership engagement by establishing small group networks to share expertise within different work settings.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Create a task force to develop a networking plan	a. Approach NJSHA members	Membership Chair or Designee	Task force members identified; job description provided	June 2021	6/22 – Completed February 2022. 2/22 – Membership- Not Initiated
2. Establish a networking plan to include different groups according to clinical/work settings	a. Identify potential networking groups	Task Force	Specific networking groups and leaders identified	September 2021	
	b. Identify potential participants by sending out a blast email and promoting via social media	Task Force Management Company Public Relations Committee Media and Website Committee	Initial groups formed; new members may be added	September 2021	
	c. Work collaboratively with the appropriate committee (e.g health care, AAC) to facilitate the implementation of networking opportunities	Committee Chair/ Vice Chair Committee Designee	Each group will plan an event; revise as needed	March 2022	

V. NETWORKING AND MENTORSHIP

B. Strategic Objective: Increase membership engagement by establishing a networking group to share expertise within different work settings across different regions/locations in New Jersey.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Establish a mechanism to develop regional	a. Integrate the small networking groups within specific geographical	Task Force	Specific regions/counties will be identified	March 2022	6/22 – Not initiated. 2/22 – Membership - Taskforce being formed.

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Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
networking groups across NJ (e.g. Specific County, North, Central, South)	locations.				Requests made
	b. Identify potential participants by sending out a blast email and promoting via social media	Task Force Management Company Public Relations Committee Media and Website Committee	Specific networking groups and leaders identified	June 2022	
	c. Work collaboratively with the appropriate committee (e.g Health Care, AAC) to facilitate the implementation of networking opportunities	Task Force Regional Leader Committee Chair/ Vice Chair Committee Designee	One event completed per group	December 2022	
	d. Evaluate and revise subsequent plans as needed	Task Force Regional Leader Committee Chair/ Vice Chair Committee Designee		December 2022	

V. NETWORKING AND MENTORSHIP

C. Strategic Objective: Establish a mentorship program to provide opportunities for new professionals and/or professionals working in varied work settings

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. To establish a process for a mentorship plan within specific categories (e.g. peer to peer; professional to	a. Develop a task force with diversified members to promote collaboration for plan development	Membership Chair	Establishment of the task force	June 2021	6/22 – Not initiated. 2/22 – membership - Planning stage. New student event 1/12/2022 held which is associated effort

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Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
student/new grad)					
2. Development and implementation of the mentorship plan	a. Identify the roles and responsibilities of the mentor/mentee b. Establish written guidelines for different categories of mentorship plan (e.g. peer/peer; new grad/peer) <ul style="list-style-type: none"> • See resources from other mentorship plans • Identify major mentor/mentee plan (CF/ practitioner; Medical/Schools) to establish a pilot program 	Mentorship Task Force	Completion of the plan	December 2021	6/22 – Not initiated. 2/22 – Membership - Not initiated
3. Develop a marketing plan to promote the NJSHA Mentorship Plan [e.g. Promote the membership plan via development of a video to be posted on the website, email blasts and social media.]	a. Develop a mechanism for people to sign up on the website to be a mentor or a mentee in different categories (e.g. peer/ peer; mentor/CF)	Mentorship Task Force and other related committees (e.g. PR, Health Care; Schools)	20 mentors-mentees established	June 2022	6/22 – Not initiated. 2/22 – Membership - Not initiated

V. NETWORKING AND MENTORSHIP

D. Strategic Objective: Increase membership engagement among medically based SLPs and audiologists who work in varied settings.

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
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1. Promote awareness of NJSHA’s vision, mission and benefits of membership to potential and new members who work in medically based settings.	a. Work collaboratively with the appropriate committee to identify topics to be addressed	Membership Committee, Chair Healthcare/Early Intervention Committee Chairs, Private Practice/ Audiology Committee Chairs	List of topics established	December 2021	6/22 – Not initiated. 2/22 – Membership - Not initiated
	b. Identify platform for initiative or event [social media, website, forum social events] and launch platform	Specific committee	20 people join platform or participate in an event(s)	March 2022	
2. Refer back to the resource strategic objective for SLP/AUD new resources					

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VI. RESOURCES

A. Strategic Objective: NJSHA will be prepared to identify member needs and create new resources as needed in future emergencies

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Identify affected work settings	a. Alert membership via email blast and or survey to solicit responses related to varied work settings	President Management Company	Communicate initial alert	Membership alerted within 7 days	6/22 – President - Ongoing 2/22 – President - Updated information continues to be posted to the website
	b. Identify area(s) of need across settings and plan communication response	President/Board/ Appropriate Committee Chairs	Emergent needs identified by work setting	Within 2 weeks of the alert	
	c. Host ad hoc meetings and/or member chats as needed to assist members	Appropriate committees/parties	Ad hoc meetings/chats hosted	Within two weeks of identified needs	
2. Establish and maintain contacts in relevant state departments and agencies	a. Each committee reviews current contacts	Committee chairs/co-chairs	Current NJ agency information posted to the EC Board section of the website.	Committee reviews completed by July1 2021	
	b. Each committee develops/updates new contacts as needed			Development and/or updates to contacts completed by October 1, 2021	
3. Enhance member access to resources specific to areas of need	a. Revise and update website for easy access to resources (library, FAQ's)	Media and Website Chair Appropriate Committees review	Revision and updates completed. Attendance of at least 10 members at	July 1, 2021	

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		content	a popup meeting		
	b. Host pop up meetings to share information and discuss further actions. If further clarification is needed, create a brief video tutorial.	Appropriate Committee		January 2022	

VI. RESOURCES

B. Strategic Objective: NJSHA will provide a venue for materials exchange

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Develop opportunities for members to share materials	a. Create a Task Force and identify a Board Member to guide Task Force	President	Task Force established	September 2021	2/22 – Pres - Not addressed at this time.
	b. Utilize social media for members to share ideas about materials and/or resources (e.g., host pop up meetings for members to share with each other, information and materials, methods, demonstrations, etc. (i.e. virtual share zoom meeting); develop/offer member-to-member marketplace for physical materials)	Task Force Media and Website Committee Public Relations Committee	At least 20 members will comment/participate in social media, material sharing initiatives or attending pop up meetings	March 2022	

VI. RESOURCES

C. Strategic Objective: NJSHA will expand resources for medical based speech-language pathologists and audiologists

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Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Identify and communicate audiology resource needs	a. Identify 10 specific resource areas of information needed by AUDs via a membership survey	Audiology Committee Management Company Public Relation Committee	Survey sent to membership	June 2021	6/22 – AUD - News releases for baseline testing needed for NIHL. Completed May 2022
	b. Compile and communicate survey results	Audiology Committee Management Company Public Relation Committee	Communicate results	October 2021	
2. Identify and communicate medical based SLPs resource needs	a. Identify 10 specific resource areas of information needed by medical based SLPs via a membership survey.	Healthcare Committee Management Company Public Relation Committee	Survey sent to membership	June 2021	2/22 – Healthcare - The topics mentioned above were generated by the membership.
	b. Compile and communicate survey results	Healthcare Committee Management Company Public Relation Committee	Communicate results	October 2021	
3. Address AUD member concerns and needs	a. Identify existing resources and communicate to members; develop new resources as needed	Audiology committee Media and Website Committee PR committee	Notify members	January 2022	6/22 – AUD - Will be sending out survey to AUD members regarding Aud-A. Webinar to be scheduled this summer for OTC update. Completed June/July 2022.
	b. Update/organize website with existing and new resources	Audiology committee Media and Website Committee	Website updated	April 2022	
4. Address SLP member concerns and needs	a. Identify existing resources and communicate to members; develop new resources as needed	Healthcare committee Media and Website Committee	Members being notified of current resources	January 2022	2/22 – Healthcare - Questions are presented to NJSHA and addressed when Dawn sends an email for the Chair, Vice Chair, and Early Intervention Expert.

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Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
		Public Relations Committee			
	b. Update/organize website with existing and new resources	Healthcare Committee Media and Website Committee	Website updated	April 2022	

VI. RESOURCES

D. Strategic Objective: Enhance membership value by offering discounts on relevant professional materials

Goal	Action	Responsibility	Measure of Success	Expected Completion	Completion Date - Notes
1. Provide member access to discounts on materials	a. Identify Board Member to guide Task Force Create a Task Force	President Task Force			