

Utah Public Health Association

Strategic Plan 2012 – 2016

November 2012 Version

UPHA is a leader in public health advocacy, improving public health practice and providing professional development opportunities for members and the public health community. Founded in 1916, UPHA is the largest public health organization in Utah and is an affiliate of the American Public Health Association. Our members include public health professionals, health educators, doctors, nurses, community leaders and citizens committed to improving the health of Utahns.

Our Mission is to:

- Promote a healthy environment
- Advocate sound public health policy
- Promote services that address personal health needs
- Inform the community about public health issues
- Support the public health workforce

Our Strategic Goals *(and associated Strategies, Milestones and Outputs and the Responsible Management Group)* **are:**

- Effective Public Health Advocacy (page 1)
- Superior Member Services (page 5)
- Revenue and Fiscal Sustainability (page 7)

Goals	Strategies	Milestones and Outputs	Responsible Group
1.0 Effective Public Health Advocacy			
1.1 Select, develop and implement activism and promotion for Utah’s core public and environmental health matters that establish an identity and understanding of UPHA.			
	1.1.1 Determine 2-3 Utah public health issues to advocate and promote.	Affordable Care Act, Obesity, Utah Air Quality	Advocacy

	Policy Unit Survey - The top 3 responses of what policy/advocacy issues that UPHA should focus on this year were:	
1.1.2 Assign or Establish a writing and speakers pool from membership that are highly competent in the focus issues.		Advocacy

1.2.3 Involve Student Caucus Group	<ul style="list-style-type: none"> ○ List of UPHA student members and their schools ○ Student involvement through internships, meeting with legislators <i>-Students would be extremely helpful because they are “free” but they also are eager to learn.</i> ○ Form teams of students to carefully study important public health issues ○ Developing fact sheets ○ What public health programs in the state require in meeting internship/fieldwork requirements 	Advocacy
	○	
	○	

1.2 Attain presence on meeting agendas of policy making groups, professional associations, and allied organizations.

1.2.1 Select influential groups and organizations unfamiliar with or ill-informed about public and environmental health		
1.2.2 Survey current membership to determine links to these allied organizations		
1.2.4 Relationship-building & nurturing - connecting with Legislators on PH Issues	<ul style="list-style-type: none"> ○ Encourage UPHA members to identify & connect with their local & state-level legislators ○ Identify friends of public health in the Senate and House (Know “key” 	Advocacy

	<p>legislators) - Kathy Froerer, Deb Turner (Len); Office of Legislative Research & General Counsel – Cathy DuPont, request orientation meeting (Len, Anna, Nichole)</p> <p>– <i>Cathy is open to attending a board meeting, whether in person or by phone.</i></p> <ul style="list-style-type: none"> ○ Know members of the HHS senate & House Committees ○ Meet/communicate regularly with legislators who are passionate on public health issues ○ Effective use of data to draw legislative attention & obtain support on public health issues/initiatives ○ Attend Utah Legislature 2012 Interim Committee Meetings at the House & Senate to be able to identify health policy issues 	
1.3 Establish UPHA brand with presence in the local media and social networking.		
1.3.1 Appear on local radio and television talk shows		
1.3.2 Submit op-eds to local newspapers		
1.3.3 Expand activity in social networks to advocacy		
1.3.4 Conduct Public Health Seminars	<ol style="list-style-type: none"> 1. Obesity – 2012 IOM Report on Weight of the Nation: Accelerating Progress in Obesity Prevention: Solving the Weight of the Nation 2. Affordable Care Act - 3. Utah Air Quality – 	Advocacy
1.4 Enhance UPHA Advocacy Infrastructure		
1.4.1 Complete study and recommendations Resolution on Lobbyist Position	Funding sources for a lobbyist, job description	Advocacy

<p>1.4.2 Implement Convio Advocacy Usage</p>	<ul style="list-style-type: none"> • Including Calls to Action / Alert messages • How to keep UPHA members abreast of policy decisions & legislative actions • Mechanisms for UPHA member involvement in policy development /advocacy Issues • Mechanisms for effectively sharing community stories of public health in action • Mechanisms for rallying member support on public health issues at the local, state, and federal levels and legislative actions 	<p>Advocacy</p>
<p>1.4.3 Manage/Direct Advocacy Web Pages</p>		<p>Advocacy</p>
<p>1.4.4 Review Bylaws on Advocacy</p>	<ul style="list-style-type: none"> • Post parameters for what can be done that is not considered lobbying, including: • Anything done as individuals does not count as lobbying. Challenge, however, is interfering with current job position. • The major risk is “Grass Roots Lobbying.” That can only be 25% of the 20% of monies that can be used for lobbying 	<p>Advocacy</p>
<p>1.5 Plan, host and conduct Advocacy Events and Activities</p>		
<p>1.5.1 2013 3rd UPHA Policy & Advocacy Conference</p>	<ul style="list-style-type: none"> • Theme: (?) • Date: Friday, January 18, 2013; 9 a.m. – 1:00 p.m.; lunch provided • Venue: State Office Building Auditorium, Salt Lake City, Utah • Budget: \$1,000 • Cost: \$5/students, \$10/professionals • CHES Credits (?) • Speakers – ASSIGN: Prepare list of 	<p>Advocacy</p>

	potential speakers and their contact information and availability	
1.5.2 2013 Legislative Session UPHA Bill Watch	<ul style="list-style-type: none"> • Consult with Teresa Garrett, Deb Turner, Kathy Froerer • Contact PH professionals, schools, students • Policy Management Unit will recommend to the UPHA Board 2-4 legislative bills to support/oppose • UPHA Board will select 2-4 legislative bills based on the Policy Unit recommendation to support/oppose 	Advocacy
1.5.2 2013 Public Health Day at the Legislature	<ul style="list-style-type: none"> • 1-2 bills to advocate to the Senate • 1-2 bills to advocate to the House • Date: (?) • Budget: \$1,000 • Possible give-away (cost-effective, memorable, increase UPHA name recognition) <ul style="list-style-type: none"> ▪ UPHA t-shirts 	Advocacy

Goals	Strategies	Milestones and Outputs	Responsible Group
2.0 Superior Member Services			
2.1 Plan, host and conduct an annual Utah Public Health Conference.			
	2.1.1 Align conference theme with advocacy focus		Member Services
	2.1.2 Provide invitation to allied groups, organizations and associations targeted in our advocacy efforts		Member Services
	2.1.3 Assure that a minimum of break-outs will qualify for providing CEU's to members		Member Services

<p>2.1.4 Study and make recommendations on Event Planner Resolution</p>		<p>Member Services</p>
<p>2.2 Hold education forums, webinars and events between the annual conference that support professional development and build advocacy skills and methods.</p>		
<p>2.2.1 Offer content and expertise that can qualify for CEUs</p>		
<p>2.2.2 Events occur at least quarterly</p>		
<p>2.2.3 Develop and implement a professional development plan to focus on key public health issues and sponsor events & activities to address these issues</p>	<p>Beginning step may be to send out a survey to members as well as other public health officials asking for needs assessment.</p> <ol style="list-style-type: none"> 1. Quarterly events- public health debate, movie screening, refresher courses or workshops, etc. 2. Offer CEUs 3. Statewide Professional Development Seminars (electronic) 4. Incorporate a statewide electronic learning systems and programs to enhance professional development. 	<p>Member Services</p>
<p>2.2.4 Maintain Association Activities and Resources with Academics</p>	<p>Scholarship efforts Advocacy for Students Student Caucus Activities</p>	<p>Member Services</p>
<p>2.2.5 Exchange best practices with other State and National and Community Associations Leadership</p>		<p>Member Services</p>
<p>2.3 Expand membership categories to include sponsoring organizations.</p>		
<p>2.3.1 Establish criteria and determine scope and privileges for expanded membership categories</p>	<ul style="list-style-type: none"> • Propose Corporate Memberships and Begin Recruiting • Develop New and Enhanced Member Renewal and New Member Recruitment Plan • Develop and plan a structure to create Affiliate Groups • Develop a structure to create Sections 	<p>Member Services</p>

	within UPHA	
2.4 Create UPHA Scholarship at one of Utah's University MPH Programs		Member Services
2.5 Enhance APHA Affiliate Relationship with UPHA		Member Services
2.6 Manage and Direct Association Public Communications		
2.6.1 Distribute Communications Assignments between Communications Group members		Communications
2.6.2 Manage UPHA public website		Communications
2.6.3 Create a channel of communications for the Board to the members, and vice versa	<ul style="list-style-type: none"> • Maintain distribution of the eNews for membership • Revise due date • Build the UPHA social network, specifically Facebook / utahPublicHealth and LinkedIn • LinkedIn policy 	Communications
2.6.4 Identify role for public health week		Communications

Goals	Strategies	Milestones and Outputs	Responsible Group
3.0 Revenue and Fiscal Sustainability			
3.1 Expand Resource Development Effort			
	3.1.1 Generate and update list of potential donors and sponsors		Member Services
	3.1.2 Establish a resource development responsibility		Member Services
	3.1.3 Expand Association's Endowment Fund		Member Services
3.2 Establish a sustainable revenue base that is equal to or exceeds revenue from membership dues and conferences.			

<p>3.2.1 Establish annual budget goals with incremental increases in the proportion of revenue from sources other than dues and conferences</p>		All Groups
<p>3.2.2 Assure that all financial reporting systems are up-to-date and reflect best financial management practices</p>	<ul style="list-style-type: none"> • Develop and implement budgeting systems in Quickbooks that reflect current needs. • Assure that lobbying activities are tracked for reporting purposes. • Assist management units prepare yearly budgets in a timely manner. – One person is assigned to each Management Unit to meet in October and November and meet with them to help with budget process. • Set up standard operating procedures for collecting monies. • Currently the process for handling money through the mail is okay, but problems have occurred when collecting money for Tshirts, etc. • Provide financial reports to Board at least quarterly. • Reports to be done in an easy to understand manner. 	Financial
<p>3.3 Budgets reflect and are aligned with Strategic Plan</p>		All Groups
<p>3.4 Provide timely and accurate reporting of financial information that reflect UPHA activities</p>		Financial
<p>3.5 Conduct financial policy review</p>		
<p>3.5.1 Recommend By-laws and Financial Policies and Procedures Manual changes</p>		Financial
<p>3.5.2 Assure consistency between By-laws and Financial Policies and Procedures Manual.</p>		Financial
<p>3.6 Serve as expert panel for questions regarding 501-c-3 status</p>		Financial
<p>3.7 Recommend necessary changes to By-laws to create a Treasurer-elect position</p>		Financial

3.8 Provide Administrative and Infrastructure Services		
3.8.1 Document and Manage Association's Business Plan & Systems	<ul style="list-style-type: none"> • Complete Business Plan instructions and documentation • All Management groups Work Plans with revenues and/or expenses for 2013 will include written descriptions of plans, a budget and report from the previous year • An Association Annual Report at the Annual Business Meeting will be generated from written reports for each Work Plan • Maintain association Liability policies (General, Director & Officer and Employee Practices) • Maintain annual corporation and other registrations 	Operations and Financial
3.8.2 Coordinate and Report on all Support Institutions	Report to Board of Directors on all interaction with Association Support Institutions - Financial, ISP, Contractors, etc.	Operations
3.8.3 Maintain Business and Office Functions	<ul style="list-style-type: none"> • Maintain annual Rent Agreement with UALHD for Provo Office rent (Mail, Phones, Fax) • Update Physical Inventory of Equipment, Software and Intellectual resources. • Human Resources: Complete all <u>Position Descriptions</u> and post online • Finish Recruitment Procedures (<i>Event planner, Lobbyist, interns, etc.</i>) • Develop efficient Archiving / Storage procedures and locations • Manage association mail, phones, faxes and other incoming communications 	Operations

<p>3.8.4 Maintain Association’s Information Technology systems and components</p>	<ul style="list-style-type: none"> • Finish testing of GoToMeeting options for Association Meetings • Upgrade Association Hardware & Software as budgets allow • Assist Association Management Units to use Convio Advocacy and Communications system (Constituent database, Alerts, Email Campaigns, etc.) • Continue growing the Board internal web site • Assist Association Management Units in deciding if Association continues to use Utah State ListServ • Maintain Membership Database with renewal reminders and acknowledging renewals and new member joins • Update documentation of Event Planning Systems (Planning Committee Involvement, Planning Site / Wiki, Abstracts, Presenters, Registration, Agenda, etc.) • Assist Financial Management with long term / multi-year coordination with Association’s Merchant Account - Payware, Linkpoint, Payroll provider- Paychex, and any Continuity Planning with these contractors. 	<p>Operations</p>
--	---	-------------------