

**WASHINGTON STATE PUBLIC HEALTH ASSOCIATION
STRATEGIC PLAN
FEBRUARY 2010 – FEBRUARY 2012
OVERARCHING ORGANIZATIONAL DIRECTION**

Strategic Direction
Mission: Improving the health & safety of Washingtonians through leadership & advancement of public health
Vision: WSPHA will be the leading organization for professional development and advocacy for public health in Washington state.
<p>Purpose Statement: We strive to ensure a strong public health system in our state and support positive health outcomes for Washingtonians through:</p> <ol style="list-style-type: none"> 1. Public Health Policy and Advocacy 2. Public Health Leadership and Training 3. Partnerships and Campaigns
<p>Definitions: WSPHA welcomes all Washington State public health professionals as members. Public health professionals are people who work to promote and protect the health of the community. They come from many educational backgrounds and work in many different sectors of the community.</p>
<p>Values:</p> <ol style="list-style-type: none"> 1. Openness and inclusivity in the practice and profession of public health and in WSPHA as an organization, reflecting the diverse needs in our state 2. Broad membership in the organization in order to serve more professionals and for WSPHA to have a broader impact 3. Equitable salaries for public health professionals 4. Access to training for public health professionals 5. Ensuring that public health professionals remain current in their knowledge & skill base 6. Continuity of leadership in public health organizations 7. Alignment with APHA code of ethics by Washington practitioners 8. Advocacy (both on issues impacting the practice of public health and on issues impacting the health of the public) 9. Health equity: Through all that we do, promote health equity as a fundamental and overarching social justice value

Program Area 1: Membership Development

Overall Goal: Increase individual and organizational memberships through increased membership benefits to be more reflective of the diversity of public health students and professionals

- **Goal 1: Create and implement organizational memberships**

- ⇒ Strategy A: Market organizational memberships as value add to the profession

- ⇒ Strategy B: Market with specific benefits (e.g., discounted individual memberships for organizations)

- **Goal 2: Develop systems to ensure member growth and retention.**

- ⇒ Strategy A: Online database system

- ⇒ Strategy B: Automated reminders

- **Goal 3: Build Value for Membership**

- ⇒ Strategy A: **Connect members to the Profession** (Job board, internship matching, directory, list-serv and discussion forums, blog postings, Facebook, networking, mentorships)

- ⇒ Strategy B: **Train me** (JCH, discounted professional development, promote opportunities, WSPHA webinars, regional trainings, CEUs)

- ⇒ Strategy C: **Be the Collective Voice of the Profession** (Advocacy) (Members only advocacy forums, convenor of PH Roundtable, leading issue campaigns, strengthen membership resolutions, utilize CapWiz)

- ⇒ Strategy D: **Keep me Informed** (Meaningful Newsletter, Journal of Public Health Practice, blogs, web content, CapWiz)

- **Goal 4: Advance and Support the PH Profession** (Reach beyond WSPHA membership to identify and engage the broader public health profession, being recognized as the primary resource for public health professionals)

- ⇒ Strategy A: Communications to broader professional list (e.g., advocacy opportunities, training opportunities, WSPHA activities, meaningful content on website, SEO optimization)

- ⇒ Strategy B: Build our industry database through list exchange, promotion to join our list (as marketing opportunity to get new members)

Program Area 2: Advocacy – Campaigns

Poss. Selection criteria:

1. *A significant statewide issue*
2. *Clear policy advocacy objectives with high potential impact*
3. *Opportunity for a unique role for WSPHA*
4. *High interest to funders and policy makers*

CAMPAIGN: Maternal Child Health/Early Childhood Development

Campaign Purpose:

- Unify, spark passions and commitment of members
 - ⇒ **Rallying point**
- Improve the public's health
 - ⇒ **Behavior, system and policy change**
 - ⇒ **Cross-sectoral policy shifts**
- Grow WSPHA
 - **Raise \$\$**
 - **Raise visibility**
 - **Expand reach**
- Raise awareness
 - **Of the issue**
 - **Of WSPHA (credibility)**
 - **Of the value and role of public health**
- Leverage membership
 - **Give them a voice**

Goal 1: More children start school ready to succeed in life and have sufficiently good health to be able to learn in school.

Goal 2: More children are graduating from high school, as a path to lifelong health

Overall strategies (both goals):

⇒ Strategy A: Promote public health approaches as a cost-effective way to address health needs of children 0-6; leverage support of coalitions for these issues in order to increase early learning

⇒ Strategy B: Develop a cadre of public health practitioners who can testify before the legislature, state agencies, Boards and Commissions, bringing a

new voice in support of early learning
⇒ Strategy C: Educate Boards of Health: Make the connection at the local level for local Boards of Health and statewide focus/attention to early learning
⇒ Strategy D: Linking our two campaigns together
⇒ Strategy E: Raise value of integral public health role in early learning as this issue increases in importance
Advocacy – PH Funding & Systems
<ul style="list-style-type: none"> • Goal 1: Improve PH Funding. Sustainable, long-term, dedicated, flexible public funding exists in Washington State for programs and services that benefit public health at a population level and addresses population health needs that are not addressed through primary care
⇒ Strategy A: Convene Public Health Roundtable (PHR), leverage Healthy Washington Coalition and other contacts to advocate for strong Federal, state and local funding.
⇒ Strategy B: Grassroots & Media advocacy.
⇒ Strategy C: State funding strategy explores both legislative and ballot measure tactics.
⇒ Strategy D: Lead PHR organizations have coordinated media/communications and grassroots mobilization strategies.
⇒ Strategy E: Organized, well-oiled lobbying strategy and communications exists between PHR members, with these outcomes as goals
⇒ Strategy F: WSPHA gathers and translates documentation on PH needs for legislators
<ul style="list-style-type: none"> • Goal 2: Statewide, public health system is addressing systems, environmental and policy changes that optimize health
⇒ Strategy A: Mobilize Boards of Health to act
⇒ Strategy B: Mobilize PH Professionals as grassroots advocates

Program Area 3: Professional Development

Overall goal: Build and prepare the public health workforce; increase stature and competency of public health professionals and the profession through ongoing professional training and development

Long-term outcome: Statewide, increased effectiveness of population-level public health programs and services due to a strong public health profession

Criteria for program (in LM):

- Should not duplicate what others are doing, but be a value add
- Serve as a catalyst in bringing together various professional training organizations that provide trainings to promote baseline of PH competency, raising the bar on professional competency, expand offerings, and address changing demographics
- Should recognize the emerging role that the international public health sector plays in Washington, and support them
- Promote (market) availability and access to PH trainings to our membership and beyond our membership
- Are a voice in advocacy (lobbying) for a stronger public health profession through better academic funding for faculty and scholarships/access

• **Goal 1: Sustainable leadership for public health is achieved in WA State**

• **Goal 2: The broad system for PH professional preparation is available and accessible that will meet the projected workforce demand by 2020**

• **Goal 3: Ongoing, effective professional development and training is available and accessible that supports the practice of public health by 2020**

• **Goal 4: Promote links between LHJ accreditation and professional development trainings/offerings**

Overall strategies (all goals):

- ⇒ Strategy A: **Research & Reports: WSPHA developing & sharing expertise** (assessment of professional development needs)
(Work with partners in ongoing way to understand the extent of the need & gaps for professional training/development in all sectors of PH. Produce and deliver reports to influence training/professional development decisions.)
- ⇒ Strategy B: : **Building Bridges: WSPHA as a partner, catalyst & clearing house**
Enhanced dialog & planning between/among professional training entities offering training in WA State to ensure alignment, identification of gaps, addressing gaps, by WSPHA and partners and promotion of others' trainings.
- ⇒ Strategy C: **Program Delivery: WSPHA as a direct trainer**
 - Strong JCH in 2011
 - Informal networking opportunities address gaps & needs (live and web-based)
 - Ongoing: webinars and regional trainings
 - Create a **Leadership Initiative** to ensure effective succession and promote to LHJs, DOH, and NPO leadership
- ⇒ Strategy D: **Advocacy for the Profession: WSPHA as an advocate for professional development & training (infrastructure).**
 - Promote need for additional slots/funding to other possible advocates (e.g. PH Roundtable, HEC Board, unions, etc.)
 - Remove infrastructure barriers and increase access