

KENTUCKY PUBLIC HEALTH ASSOCIATION



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Strategic Plan 2016-2021

Mission

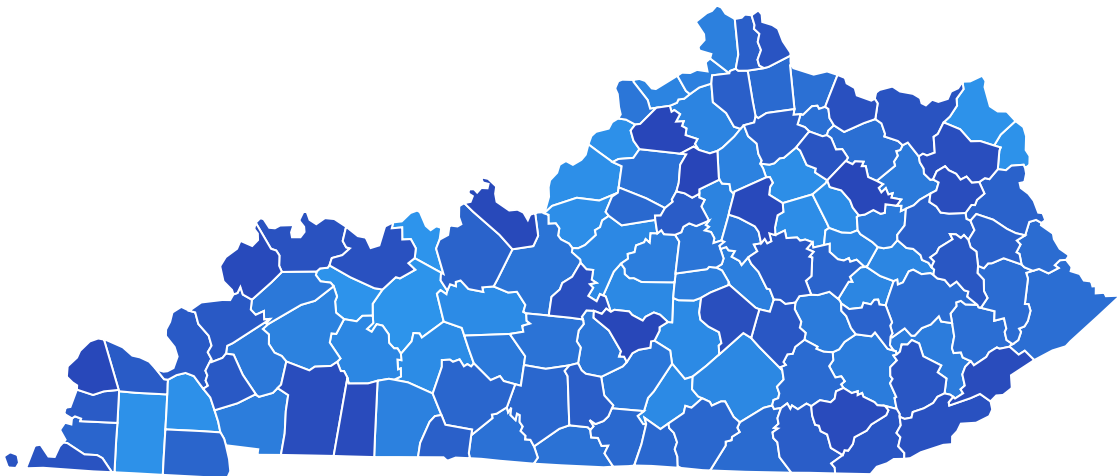
To promote healthy communities through education, leadership and a commitment to excellence.

Vision

Kentuckians will understand, value, and have access to public health services in their communities.

Values

Integrity, Honesty, Professionalism, Inclusiveness,
Responsiveness, Leadership



Letter from KPHA President

The process of strategic planning allows us the opportunity to advance our mission, allocate resources appropriately, and engage our membership in the journey. In an environment of rapid change, this is especially important. We must continuously look ahead and plan in order to remain relevant and advance the health of Kentuckians. It is my hope that the current strategic plan will build on the past successes of the Kentucky Public Health Association and create opportunities for the future members and leaders of the Association. It is my intent to involve all of our members in the advancement of our Association by increasing membership participation in the process, holding ourselves accountable to our goals and objectives, and to provide a mechanism to report progress throughout the Association.

Yours in Public Health,

Sara Jo Best, RS, MPH
KPHA President 2018-2019

Summary

— of the —

Planning Process



The Kentucky Public Health Association Board of Directors utilized a facilitated strategic planning process, which included input, via electronic survey, of the KPHA membership. The planning process began in April 2015 with the launch of the membership survey and included a day-long board planning session in May 2015. Workgroups were chartered to provide additional research into three strategic focus areas; Growth and Development, Education and Advocacy. These workgroups met over several months and provided information for strategic goals and objectives to support the focus areas. In September 2018, the plan was reviewed and revised based on new strengths and opportunities.

Methodology

Phase 1: Plan to plan



Our membership has identified four focus areas that they believe are essential to success: KPHA Growth and Development, Education, and Advocacy. Let's focus all of our collective effort to achieve what has been laid out in the plan.

Strategic Planning Members - Members of the KPHA Board

Lisa Pollock
Sara Jo Best
April Harris
Janie Cambron
Kayla Bebout
Louise Kent
Judy Mattingly
Brittany Parker
Becki Casey

Tracy Aaron
Becky Kissick-Hake
Jennifer Gulley
Brandi Gilley
David Tataw
Jill LeMaster
Steve Bing
Randy Gooch



Phase 2: Data Gathering

KPHA leadership gathered internal and external data about the association to develop a complete picture of strengths opportunities and stake holder views.

Internal Data:

- KPHA Bylaws
- KPHA Articles of Incorporation
- Membership Survey (See Appendix A)
 - o Mission, Vision and Values
 - o Assessment of Focus areas from the 2009-2015 strategic plan
 - o Strengths and Areas for Improvement for KPHA
 - o Specific Board Member responses regarding:
 - KPHA staffing
 - Technology
 - Information and Communication
 - Money and Funding

External Data:

- KyHealthNow 2019 Goals

Strengths



Opportunities for Improvement





Phase 3: Day Long Planning Event

The KPHA board gathered for a day-long planning event to assess and synthesize data gathered (internal and external) from Phase 2 of the planning process (see Appendix C for agenda/PowerPoint from the planning event). Nominal group techniques, group discussion and team-based consensus techniques were used to synthesize data into strategic focus areas. The focus areas for the 2016-2021 planning period were:

- KPHA Infrastructure
- Education
- Advocacy

During September 2018, priorities were reevaluated to reflect new strengths and opportunities identified in the latest internal and external data. The new focus areas are as follows:

- Membership, Engagement and Administration
- Fundraising and Scholarships
- Workforce Development and Training
- Social Media and Communication



Strategic Plan Development

The KPHA Board of Directors chartered workgroups of board members to work together with other KPHA stakeholders to gather additional data where needed and move the discussion of the focus areas to define measurable goals and objectives:

- **Membership, Engagement and Administration** - Sara Jo Best, Kayla Bebout, April Harris, Jill LeMaster, and Janie Cambron
- **Fundraising and Scholarships** - Lisa Pollock, Steve Bing, Louise Kent, and Randy Gooch
- **Workforce Development and Training** - Judy Mattingly, Jennifer Gulley, David Tataw, Becky Kissick-Hake
- **Social Media and Communication** - Brandi Gilley, Brittany Parker, Becki Casey, Tracy Aaron

Fundraising and Scholarship Workgroup

#1

Goal: Create revenue streams to strengthen the financial foundation

Objectives:

1. KPHA will establish a new or ratify the current KPHA dues/conference fee structure by January 31, 2019.
2. KPHA will create a new university/local business partner student scholarship program (with guidelines) by January 31, 2019, and it will then add one public health school to this KPHA scholarship program (in addition to the scholarship program that already exists at UKCPH) by March 31, 2019.



Membership, Engagement and Administration Workgroup

#1 Goal: Increase student membership

Objectives:

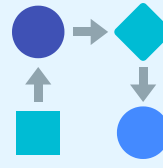
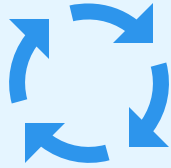
1. Increase the number of student members by 10% by December 2019.
-

#2 Goal: Increase membership engagement and diversity

Objectives:

1. Develop a mechanism for sharing KPHA resource needs and volunteer opportunities all membership.
2. By June 2019, increase the number of communication efforts to membership to keep them informed of KPHA updates by 5 attempts.
3. By December 2019, increase the number of local health department directors who are a KPHA member by 15%.

Membership, Engagement and Administration Workgroup



#3

Goal: Ensure policies and procedures are updated and standardized

Objectives:

1. By January 2019, update executive director position description and contract rates.
2. By March 2019, complete revision of by-laws.
3. By March 2019, increase the number of standardized and completed administrative policies and procedures.

#1

Goal: To conduct a statewide WFD assessment by April 1, 2019

Objectives:

1. Collaborate with universities, DPH and PHF to develop timeline/workplan by October 24, 2018.
 2. Determine questions to be utilized, input into platform and pilot test with at least one local health department by March 15, 2019.
 3. Gain buy-in and find input from KHDA through presentation at monthly meeting by March 19, 2019.
 4. Promote market assessment at KPHA conference on April 10, 2019.
 5. Launch workforce development assessment with at least 70% of Kentucky's public health workforce completing by May 1, 2019.
 6. Analyze competency assessment results by October 30, 2019.
 7. To increase competency assessment scores by October 30, 2021.
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#2

Goal: Host KPHA quarterly in-person trainings and offer CEUs when possible (LHDs could include in their workforce development plan training schedules).

Objectives:

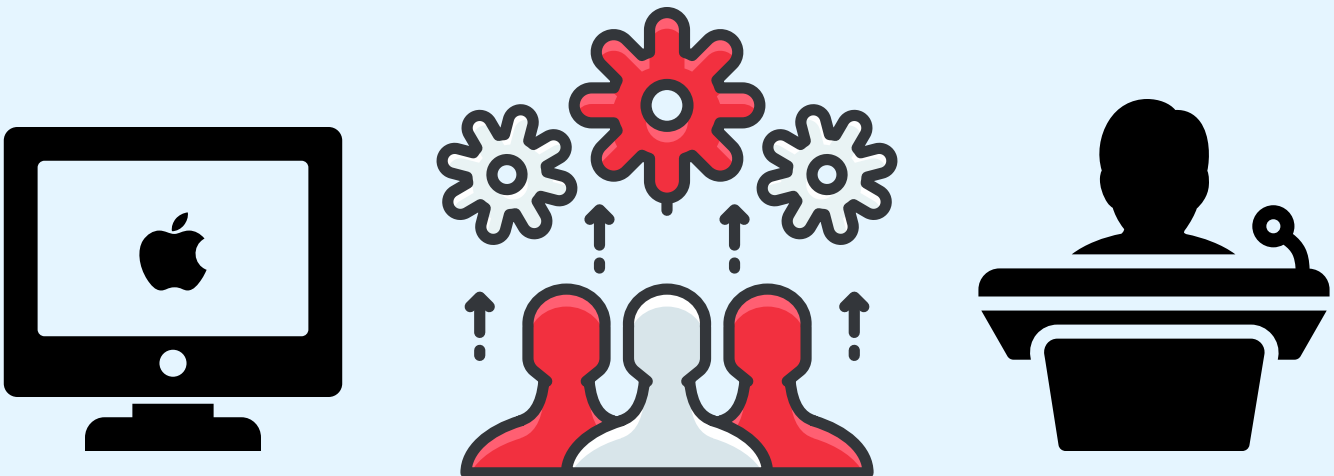
1. Develop KPHA FY 20 quarterly training schedule for members by October 31, 2020.
2. Obtain credentials for identified KPHA members to provide CEUs for KPHA trainings by November 2020.
3. Hold in-person trainings (possibly concerning WFD assessment and use of WFD assessment results by each LHD) by January 2020.
4. Develop ongoing annual KPHA quarterly in-person trainings by FY 21.

#3

Goal: Enhance KPHA Annual Conference workforce development offerings for all LHD positions

Objectives:

1. Increase national speakers at the KPHA Annual Conference (possibly have them host pre-conference workshops) by April 10, 2019.
2. Integrate KPHA 2019 public competency assessment results into FY 20 KPHA Annual Conference offerings by April 2020.
3. Make KPHA Annual Conference trainings more accessible by offering archived and virtual sessions by April 2021.



#1

Goal: Interactive website



Objectives:

1. By March 31st, 2019, KPHA website will have a job listing section.
2. By June 30th, 2019, 25% of LHD will have a link to KPHA listing on their employment section of website.

#2

Goal: Have a branding and communication plan



Objectives:

1. By December 31st, 2018, KPHA will have a communication and branding committee.
2. By April 30th, 2019, best practices are researched on association communication strategies.
3. By June 30th, 2019, committee will have a bulleted list of communication priorities for KPHA.

#3 Goal: Increase social media presence

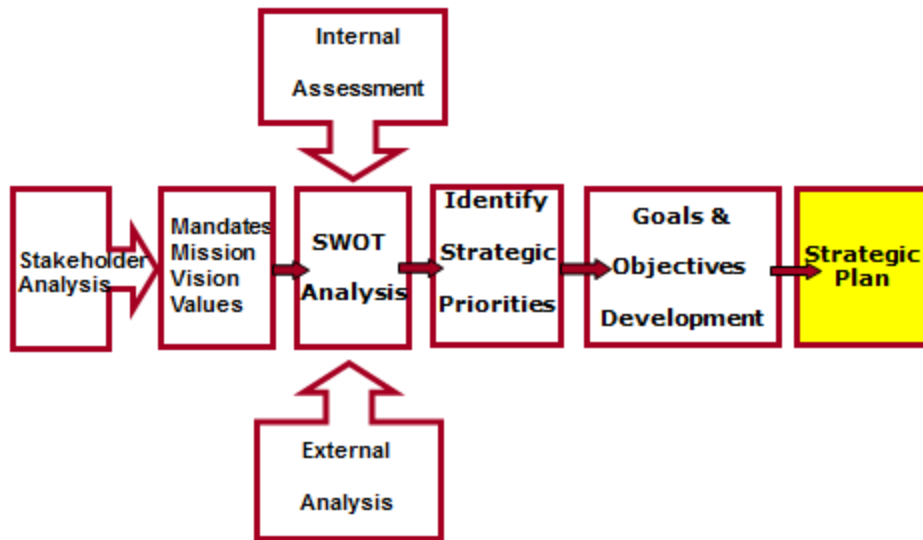
Objectives:

1. By December 2019, KPHA will designate a social media team consisting of more than two individuals.
2. By January 2021, KPHA will have written social media implementation guidelines.



Appendix A

Strategic Planning Model



Appendix A

Top 3 Reasons for Membership

Top 3 (2012)

- News and information on issues affecting public health
- Professional development and continuing education credits
- Networking with other professionals in my field

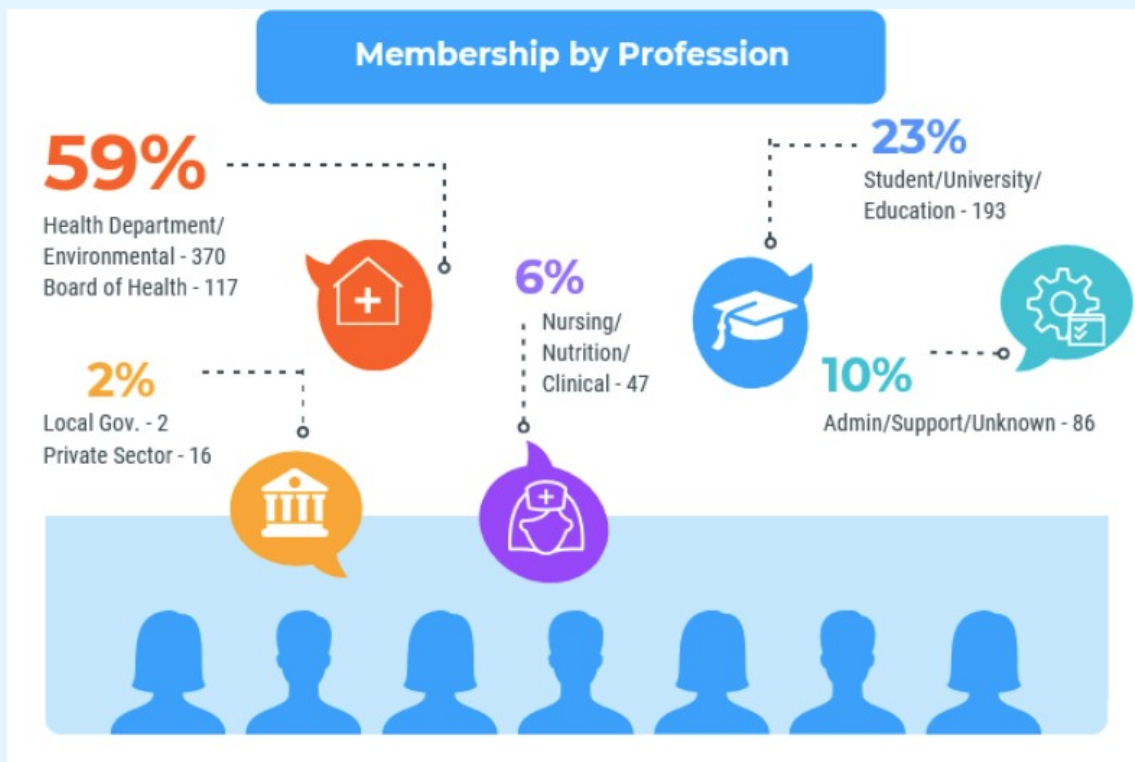
Top 3 (2018)

- Up-to-date news and information on public health issues
- Professional development, career opportunities, continuing education
- To attend or present at KPHA's annual conference/Networking

Not much has changed!

Membership Data

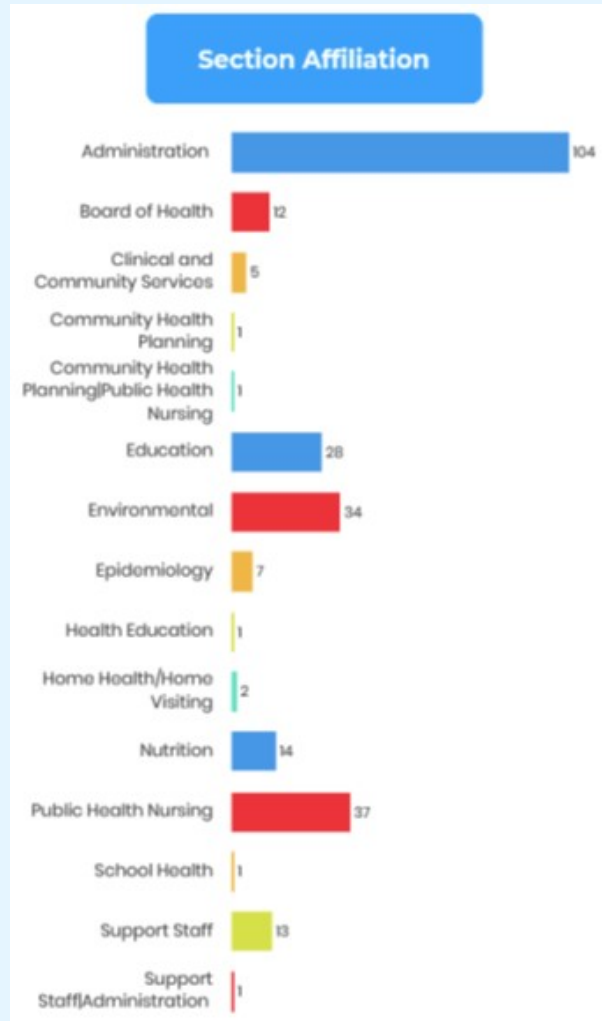
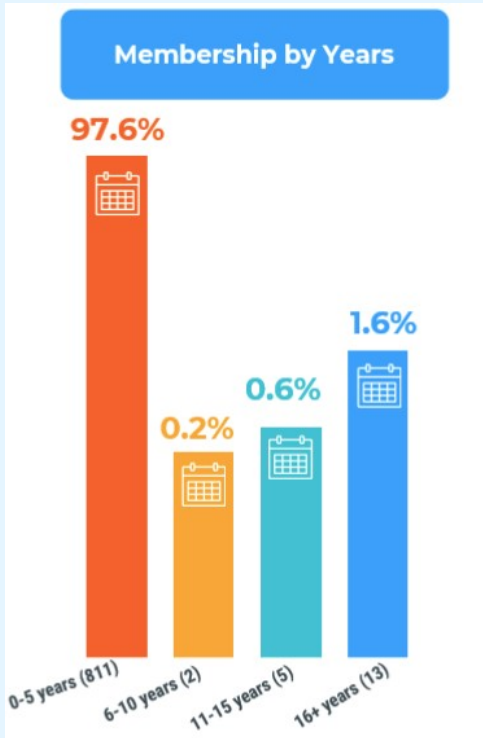
Data originated from Neon which only dates back to 2017. Therefore data may be skewed.



Appendix A

Membership Data

Data originated from Neon which only dates back to 2016. Therefore data may be skewed.



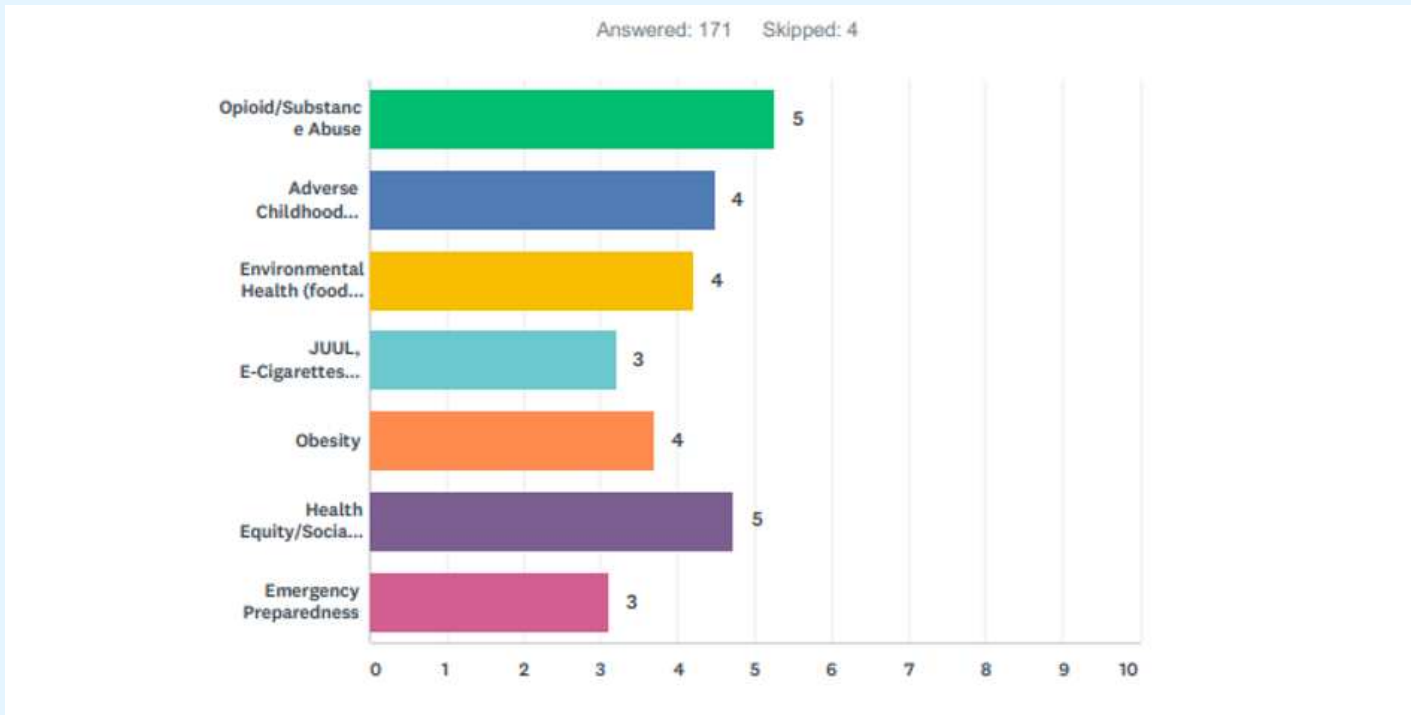
Distribution by Years

Years	Members
0	625
1	84
3	1
4	4
5	97
8	1
10	1
11	1
12	2
13	1
15	1
16	3
17	1
18	2
20	1
21	4
22	2



Appendix B

Educational opportunities throughout the year:



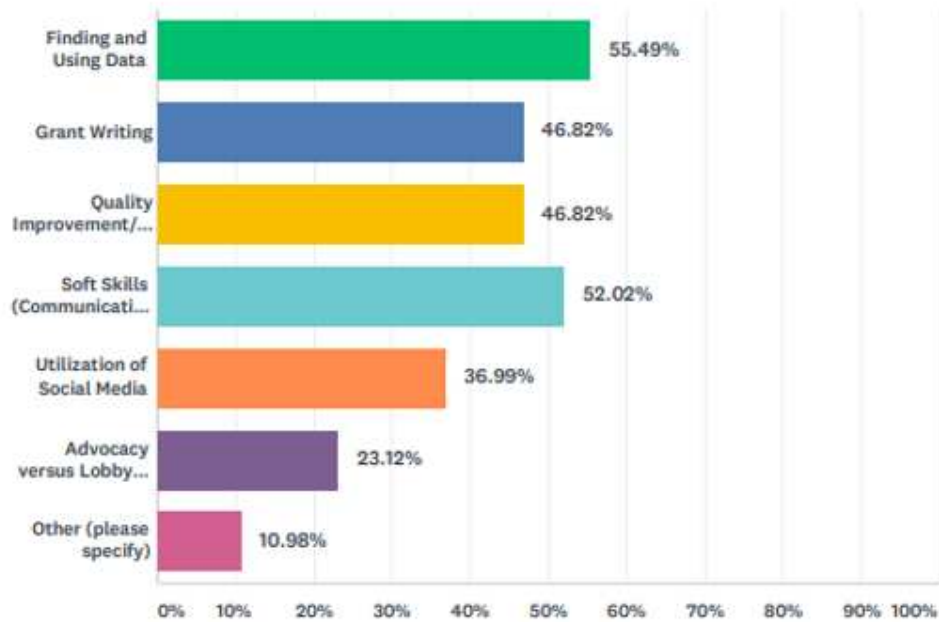
Other training suggestions:

- Vaccine Preventable Diseases (VPDs)
- Project Management
- Public Health Administration
- Partnerships
- Writing policies, compliance activities
- Medical and Recreational Marijuana
- Vulnerable populations
- Self Care, Mindfulness
- School health
- Succession planning

Appendix B

Other trainings and information sharing of interest:

Answered: 173 Skipped: 2



ANSWER CHOICES	RESPONSES	
Finding and Using Data	55.49%	96
Grant Writing	46.82%	81
Quality Improvement/Performance Management/Accreditation Readiness	46.82%	81
Soft Skills (Communication, Facilitation, Time Management, Teamwork, etc.)	52.02%	90
Utilization of Social Media	36.99%	64
Advocacy versus Lobbying Guidance	23.12%	40
Other (please specify)	10.98%	19
Total Respondents: 173		