

Strategic Planning Task Force

Work Group Report

The Strategic planning task force created six work groups to expand participation and solicit feedback from members and non social work members nationally. The task was to develop recommendations to be submitted to the SSWLHC Board of Directors that provide a framework to guide the future action plans and focus of the organization as it strives to begin implementation of the strategy planning goals and objectives. Each group was facilitated by a task force member. The work group categories and scope were defined as:

New Professionals

- Define the term (under 5 years post MSW, or other as determined by the group)
- Identify strategies for recruitment of these potential members
- Identify targeted marketing strategies (how do we reach them)
- Determine the services they need and want
- Determine what our value proposition is
- Propose a tiered membership fee

Chapter Affiliations

- Revise the business plan document for Chapter affiliations
- Identify strategies for engaging them in the strategic planning work

Direct practice

- Develop products of value for direct practice SW
- Identify strategies to boost conference attendance for this group
- Understand how they might wish to participate in the work of the Society

Emerging leaders

- Identify who these are
 - Identify how the Society can cultivate their skills and professional growth
 - Identify specific needs of this group
 - Understand which products or workshop track would be of value to them, e.g., budgeting, finance, HR guide
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Established Senior leaders

- Determine what the value added for them would be in order to maintain membership
- Identify their needs as a cohort

Past Presidents

- Identify ways for them to remain relevant and engaged in the work of the Society

Reports from each work group were submitted. An analysis of the reports was completed and consolidated in to nine action items. It is the roadmap to success for the future of the SSWLHC. The nine action items are:

1. STRATEGIC PARTNERSHIPS
2. ADVOCACY FOR THE PROFESSION
3. EVIDENCED BASED PRACTICE DOCUMENTS AND WHITE PAPERS MEASURING THE IMPACT OF INTERVENTIONS
4. CEU ENDORSED PRODUCTS THROUGHOUT THE YEAR AND NOT JUST THROUGH THE ANNUAL CONFERENCE
5. ENGAGE AND STRENGTHEN CHAPTER RELATIONSHIPS
6. EXPAND THE EDUCATIONAL SCOPE TO A “DEVELOPMENTAL LEARNING MODEL” IN ORDER TO MEET THE NEEDS OF ALL PRESENT AND FUTURE MEMBERS.
7. DEVELOP A RECRUITMENT STRATEGY WITH AN EMPHASIS ON DIVERSITY AND INCLUSION
8. ENSURE THE SOCIAL DETERMINANTS OF HEALTH ARE WOVEN INTO EACH AND EVERY ACTION.
9. RE-ENGAGE ACADEMIA

Each action item supported specific ideas.

1. **Strategic Partnerships**

- Continue the work of the organization related to other health care social work organizations.
 - Explore opportunities to partner with academic institutions or other non social work organizations, i.e., nursing, physician and public health, American College of Health-
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care Executives. Each have an interest and stake in addressing the social determinants of health. We have the knowledge and skills to help lead everyone there.

- Collaborative presentations and CEU programs with other health professional groups may help advance this idea.

2. **Advocacy**

- Advocacy was a theme in every work group. Advocate for the social work profession in healthcare
- Advocacy to focus on and lead efforts to address the social determinants of health.
- Develop front line advocacy toolkits
- Advocate to health care executives on the value and effectiveness of social work in healthcare
- Advocate for all patients and families

3. **Evidenced Based practice documents and tools**

- Must show effectiveness of our work
- Partnership with academics may advance this action item.

4. **CEU endorsed products offered throughout the year**

- Web based
 - Create a product similar to the LI focused on training direct care social workers in order to set a national bar for skill level and training. This will attract young professionals to the organization and offer a value added product.
 - Recommended topics include end of life, ethical dilemmas, supervision, case reviews, discharge planning, etc.
 - As we expand the scope of our membership we will succeed by developing products and services all members need and value.
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5. Engage and Strengthen chapter relationships

- Chapters have long been inclusive of direct line and young professionals looking for professional affiliation. We need to leverage and strengthen those relationships.
- The existing chapters throughout the country are strong and resilient.
- I personally feel national must develop a strong collaborative and mutually beneficial relationship with our chapters. They are the future lifeblood of our organization.

6. Expand educational scope creating a “developmental Learning model” to reach the needs of members in multiple stages of career development

- As we recruit and support ALL health care social workers we need to identify the specific needs across the membership continuum and focus our CEU educational forums and other products to the professional experience and developmental needs of all members.
- Products and services must be developed to address a variety of social work needs within the organization across the spectrum of direct practice, supervision, management and executive leadership.
- Think in terms of layers or levels of educational and experiential learning

7. Develop a recruitment strategy with an emphasis on diversity and inclusion

- This is self evident and requires no further delineation of ideas presently.

8. Social determinants of health need to be woven in to all that we do.

- We are the experts in this arena. We need to leverage that expertise and expand our ground for being identified and engaged as the national experts.
 - This is what we can bring to the table in many forums
 - Must work on evidenced based practices that effectively address or at a minimum articulate the work of our profession as we work with clients on social determinants of health. We are the best group to humanize these determinants
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9. **Engage Academia**

- There was a period in our history when we had active members from social work institutions of higher learning.
- We need to examine and understand what happened to our academic partners and members before we can develop potential strategies to reengage them. Why did they leave, not renew?
- What is it that would attract academics back to the Society? What are the needs they have that drive their personal membership group affiliations? If we understand those needs and can develop products or activities/partnerships to address them they will return.

In Summary

The Strategic Planning task force has worked diligently over the past year. The initial engagement of a consultant led to a comprehensive national survey of SSWLHC active and lapsed members as well as non member social work professionals. The survey received over 1000 responses. The results provided the framework and data for the task force to hold a day and a half retreat facilitated by the consultant. This retreat produced both transformational as well as aspirational goals for the future of the SSWLHC. The consultant engagement ended and the task force assumed responsibility for the development and implementation of specific action items that would be submitted to the SSWLHS Board of Directors.

Following the retreat the SSWLHC President wrote to the membership and published on the website the proposed new mission, vision and values to guide the transformation of our organization. Feedback from members was solicited and received and found to be positive and supportive of our efforts. In that document the task force defined the six work groups that would work on more specific action items and recruited members to join as group of interest to them. In addition to the task force facilitators approximately 30 SSWLHC members volunteered to participate in the work groups. The results are those efforts are embedded throughout this document.

Transformational change is not a short term endeavor. Aspirational goals set an ideal target that requires periodic review, flexibility and a general fluidity in response to the day to day

realities of our personal and professional lives. Cover 19 and Black Lives Matter are living proof of that reality. Yet we move on in the manner for which we are capable. The Strategic Planning Task force recognizes that the proposed changes may take several years to reach fruition. Change is incremental. Perseverance, however, must be constant if we are to succeed.

I want to thank the Task force members for their hard work and support over the past year. It has not been without hardships and life altering events. It has been an honor to work with you on this project.

Gary Bailey

Scott Ferguson

Jeannette Foster

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Tom Sedgwick

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Special thanks to Tom Sedgwick and Heather Baungardt . The existence of the strategic planning task force would not have occurred without their leadership and guidance.

Ed Woomer

Chairperson, SSWLHC Strategic Planning Task Force
