



Alberta College of
Speech-Language Pathologists
and Audiologists

Hear. Speak. Connect.

ACSLPA 2018–2020 Strategic Plan



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Preamble

The landscape in which ACSLPA regulates professional speech-language pathologists and audiologists continues to evolve, just as the landscape in which our regulated members practice continues to evolve.

In the spring of 2017, ACSLPA Council undertook a comprehensive strategic planning exercise in order to chart a direction for the College over the three-year period from 2018–2020. This direction will inform business and operational plans for the coming years and, ultimately, the intent will be to positively impact the College, its regulated members, and the public whom we serve.

As part of the strategic planning process, the Council was informed by a comprehensive environmental scan that included the following:

- Feedback solicited directly from regulated members;
- The results of various member surveys conducted in 2015 and 2016 (see Appendix A for a comprehensive listing);
- An analysis of trends and demographics related both to areas of practice and to the College itself;
- A review of government perspectives;
- The role of Pan-Canadian professional organizations; and
- The varied insights of staff and Council members.

ACSLPA's primary responsibility is to protect the public from unskilled or unprofessional practitioners. In its review, the Council acknowledged that ACSLPA is indeed a solid professional regulatory body and, while there is still room to improve and grow, the College currently has the operational capacity and systems necessary to effectively address the regulatory aspects of our mission – namely, registration, renewal, complaints, and discipline. Consequently, these parts of ACSLPA operations are not a focus of this strategic plan.

Three dominant themes arose from Council's environmental scan and subsequent discussions:

- (1) The overwhelming majority of regulated members are caring, compassionate, and dedicated professionals who want to provide their clients and the public at large with competent, ethical, and effective care;
- (2) Clients and the public can receive the best possible care from regulated members when they have access to the information they need to make informed choices about their care; and
- (3) Regulated members can best serve their clients and the public interest when they have the professional support they need to be effective in their practice.

These themes ultimately became the focus of the strategic plan and will inform ACSLPA's strategic efforts for the coming three-year period.

2018–2020 Target

Improve organizational effectiveness by increasing our relevance both to regulated members and the public.

Contextual Considerations

In achieving our 2018–2020 target, ACSLPA will be guided by the following in all of its decision-making and planning:

- 1) ACSLPA will remain focused on meeting its regulatory requirements and obligations under the *Health Professions Act*;
- 2) Member fees will be maintained at current rates unless a clear case for change can be made that includes value for the money spent and clear benefits to members and the public;
- 3) Mechanisms will be available that enable regulated members to provide input and feedback to ACSLPA on initiatives that impact their practice and, ultimately, their professions;
- 4) The long-term sustainability and continuity of the College will be preserved and enhanced; and
- 5) Goals and targets will be adopted that can be accomplished within the human and fiscal resources limitations that are available.

Goals – Overview

In order to achieve the 2018–2020 target, ACSLPA will work to accomplish a number of specific goals:

- 1) The College will support regulated members in their professional practice;
- 2) Information about regulated members' areas of practice and the services that regulated members can provide will be easily accessible to the public to enable informed decisions about care;
- 3) Regulated members will have easy access to the relevant professional information that they need to serve the public; and
- 4) Structural elements of the College, including clear and accessible documentation of decisions, bylaws, policies, and procedures will serve to increase sustainability, business continuity and enhance capacity going forward.

Goals Discussion

Goal 1: The College will support regulated members in their professional practice.

- Contented and confident practitioners are best positioned to serve their clients and the public in a manner that is skilled, competent, and effective.
- ACSLPA will work to better understand where regulated members need support in their professional practice and will respond with tactics and resources to address their needs.
- Recognizing that audiologists and SLPs have differing needs, plans will be tailored to provide distinct support for each profession when a “one size fits all” solution is not the best solution.
- Information about the role of the College and the services that can and cannot be provided will be made available to regulated members.

Intended Outcomes from Goal 1

- 1.1 ACSLPA will routinely engage regulated members, using a variety of context-appropriate methods, to learn about the supports they are seeking in their professional practice.

Measure A: Documented number and variety of opportunities provided to members to engage with ACSLPA about supports that they need.

Measure B: Membership participation in opportunities described in A.

Baseline (2017): Ad-hoc surveys and annual forum.

Target (2020): Multiple engagements using multiple platforms, 25% of members engaged by 2020.

- 1.2 ACSLPA will develop mechanisms that enable response to evolving and emerging member needs.

Measure A: A documented process will exist for how issues identified through engagement (see 1.1) are evaluated for relevance and impact; how decisions to take action or not are made; and, what the next steps are once action is initiated.

Measure B: The process described in A will be used to respond to regulated members' needs.

Baseline (2017): Ad-hoc reaction to regulated members' needs as they arise.

Target (2020): Multiple, identified members' needs will have flowed through the process, with at least one initiative having successfully gone through the process to completion.

1.3 ACSLPA will develop cost-effective mechanisms that enable peer support and dialogue regarding practice issues.

Measure A: A low-cost peer support system will be documented and put in place.

Baseline (2017): All ACSLPA-supported peer engagement is provided by staff.

Target (2020): Regulated members participate in peer support initiatives, with 5% uptake by regulated members.

1.4 ACSLPA will work to promote members' understanding about the range of situations in which they can contact the College for confidential advice or support without fear of reprisal.

Measure A: Improved members' understanding about situations in which the College can be contacted. (Method: Pre- and post-surveys).

Baseline (2017): Unknown – conduct survey in early 2018.

Target (2020): Improvement over baseline to be determined based on starting point.

1.5 ACSLPA will increase engagement and collaboration between the College and external stakeholders, including major employers and institutions, on topics and issues that impact members' professional practice.

Measure A: Number of collaborative ventures, including formal and informal linkages (method: develop list).

Baseline (2017): Compile and review list of existing linkages.

Target (2020): Increase over baseline to be determined based on starting point – include both formal and informal linkages. It will be possible to explain importance or benefit of linkages ACSLPA creates and/or maintains.

1.6 Regulated members will be able to access a range of professional development (PD) opportunities throughout the year delivered using a variety of techniques and formats.

Measure A: Increase in the number of opportunities provided, focusing on issues identified by the membership and prioritized as per critical pathways developed in 1.1.

Measure B: Member uptake (number of members who attend opportunities – raw numbers).

Baseline (2017): Average of PD opportunities provided over the past three years will be tabulated.

Target (2020): Improvement over baseline to be determined based on starting point.

- 1.7 ACSLPA will collaborate closely with relevant professional associations to leverage professional practice supports for regulated members that ACSLPA cannot provide alone.

Measure A: Tangible linkages allowing for the availability of resources/supports for members.

Measure A: Compiled list of topics/subjects where collaborations occurred.

Baseline (2017): Identify existing collaborations.

Target (2020): Improvement over baseline in relation to need (identify target initiatives that would benefit from support leveraging).

Goal 2: Information about regulated members’ areas of practice, and the services that members can provide will be easily accessible to the public to enable informed decisions about care.

- The public benefits from having access to reliable information about the services that SLPs and audiologists can and cannot provide.
- ACSLPA will work to ensure that accurate information is available to the public, at the right time, so that informed decisions about care can be made.
- The public in this context is understood to include clients, their families, professionals in areas of related practice, employers, and service providers, as all of these groups have a role in making care decisions.
- Target audiences who would benefit from improved access to information about ACSLPA professions will be identified and prioritized, with consideration being given to specialty areas of practice and new and emerging areas of service.

Intended Outcomes from Goal 2

- 2.1 Target audiences who would benefit from messages about speech-language pathology and audiology will be identified and prioritized for future messaging. (Information from Goals 1.1 and 1.2 will be required before taking these next steps).

Measure A: List of identified audiences developed. Plan of action/strategies are prepared and considered about methods to reach these identified audiences.

Baseline (2017): None.

Target (2020): A list exists and is being actively maintained, plans of action are prepared and have successfully reached out to at least one identified audience in a meaningful way.

- 2.2 ACSLPA will leverage information technology to improve accessibility of information to regulated members that they can then share with their stakeholders and clients.

Measure: Number of website “hits,” visitors/members, comments/replies, followers, etc.

Baseline (2017): Identification of existing information technology platforms and number of website visits, length of visits, etc.

Target (2020): Increase the reach of existing platforms and/or increased number of platforms available.

- 2.3 The public will have access to an enhanced, searchable ACSLPA member directory which provides more information about individual members, their practices, and the services they provide (Note: The enhanced information will be provided only for regulated members who want that information made accessible to the public).

Measure A: *Find a Practitioner* feature will be available on the ACSLPA website.

Baseline (2017): None.

Target (2020): *Find a Practitioner* feature is functional and accessible to the public on the ACSLPA website.

Goal 3: ACSLPA will provide a full range of relevant professional information to regulated members in a manner that is straightforward and accessible.

- Members are busy in their practices and appreciate easy access to current and relevant professional information, including regulatory requirements and processes.
- Information and resources related to evolving and emerging areas of practice and to specialty areas of practice will be made available to members who, in turn, can share it with employers and clients.

Intended Outcomes from Goal 3

- 3.1 ACSLPA will leverage technology and social media to make professional practice information quickly and easily accessible to regulated members.

Measure A: Number of members accessing professional practice information, measured using surveys and website/digital media usage statistics.

Measure B: Members report being able to find professional practice information including their preferred manner in which to find it (survey).

Baseline (2017): A survey will be done to establish baseline. Current usage statistics will be compiled.

Target (2020): Links to relevant resources on practice issues relevant to the membership will be readily available on the website. Improvement over baseline to be determined based on starting point. Website usage statistics will also be monitored.

- 3.2 Registration, renewal, and continuing competence instructions and tools will be streamlined to provide a positive member experience.

Measure A: Short member surveys and questionnaires following use of website and ACSLPA online tools.

Baseline (2017): None.

Target (2020): Surveys will indicate that members report they are able to easily and independently navigate registration, renewal and continuing competence systems; find information available on the website to address their questions; and, will feel comfortable contacting the College for any additional information they require – target 80% member satisfaction.

3.3 ACSLPA will provide targeted “push” communications to get the right message to the right member audiences at the right time, instead of regular “one size fits all” messaging that goes out to all members all the time.

Measure A: Identification of key target groups (e.g., audiologists, SLPs, new graduates/registrants, retirees) who will benefit from targeted information and supports regarding registration, continuing competence, and/or practice relevant information.

Measure B: Short member surveys accompany some messages.

Baseline (2017): None currently.

Target (2020): Surveys will indicate that members report they are receiving relevant and timely information that they want and/or need – target 80% member satisfaction.

Goal 4: Structural elements of the College, including clear and accessible documentation of decisions, bylaws, policies, and procedures will serve to increase sustainability, business continuity and enhance capacity going forward.

- ACSLPA will work to ensure long-term sustainability through forward planning, structures that suit the College’s needs, more clearly documenting and communicating bylaws, policies, and procedures.

Intended Outcomes from Goal 4

4.1 Enhanced documentation and record retention will improve clarity and access to information that pertains to important decisions.

Measure A: Staff reporting and record-keeping systems are in place to track decisions and outcomes.

Measure B: A file structure and file-naming system will be in place that allows for easy storage and retrieval of information.

Baseline (2017): None. Systems are not consistently in place.

Target (2020): Development of systems to track decisions and processes in use. Information and records are readily available and used regularly for decision-making.

4.2 Continuity and knowledge transfer within Council will increase.

Measure A: Short Council surveys.

Measure B: Council terms of office are evaluated for efficiency, knowledge transfer and College functioning.

Baseline (2017): None.

Target (2020): Length of Council terms of office are adjusted as necessary to improve knowledge transfer and College forward momentum. Council members report improved continuity and new Council members report a high sense of knowledge, participation and comfort in their role on Council.

4.3 A plan for orienting new Council members and developing governance capabilities throughout their terms will be in place.

Measure A: Orientation plan and materials are developed. Council members report feeling adequately oriented to their role (method: survey/focus group).

Measure B: Council members receive regular governance training at each Council meeting. Number and type of sessions provided (method: raw count and topic list created).

Baseline (2017): Current orientation materials and process.

Target (2020): Clear plan for orientation and development of Council members is written and implemented.

4.4 Succession plans will be in place for all staff positions.

Measure A: Key position roles/tasks/projects are clearly laid out in written form including all tasks and subtasks required for completion of project.

Measure B: Orientation plan for new staff is developed and includes checklists of all key aspects of position and office roles/duties.

Measure C: Critical tasks and skills will be identified for each position, and a cross-training plan with a different employee implemented for all critical items.

Baseline (2017): None.

Target (2020): New staff will be adequately oriented to their position and are able to participate fully within three months of starting.