



**New York State Public Health Association**

**2021 – 2025 Strategic Plan**

*Promoting and protecting the public's health through professional development, networking, advocacy, and education.*



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## **I. Introduction from NYSPHA President**

The New York State Public Health Association (NYSPHA) introduced its strategic plan in 2014, with the primary goal of strengthening and growing our organization of members from all disciplines in the public health spectrum in New York State. As stated, in the 2017 strategic plan update, much has been accomplished to build our capacity and our membership.

In spring of 2018, NYSPHA was approached by The Public Health Association of New York City (PHANYC) regarding a potential merger. PHANYC struggled for many years due to declining membership and funding. Both NYSPHA and PHANYC were interested in maintaining a public health presence throughout New York State, therefore the NYSPHA and PHANYC Board of Directors moved forward with the merger plan through the State Attorney General. In spring of 2019, NYSPHA merged with PHANYC under the NYSPHA umbrella and PHANYC officially disbanded. Now more than ever, we need a strong association that can fight for public health jobs and funding so critical to achieving our mission of improving public health and supporting the profession. This document lays out the road map we believe will advance NYSPHA's mission over the next four years. As a Board, we have committed to implement this plan over the next four years to the best of our ability. The work of all who contributed to the plan's creation and who will make the NYSPHA vision a reality is very much appreciated.

In the beginning of 2020, a novel coronavirus, COVID-19 caused widespread disease and was declared a pandemic by the World Health Organization. The impact dramatically highlighted long-standing public health issues of health disparities and the connection with social determinants of health, as well as made crystal clear the critical need for robust support of public health infrastructure. Fortunately, as a result, there is greater awareness of the public health profession and public health science. The pandemic may change NYSPHA's approach to carrying out specific components of the strategic plan, and it has created new opportunities to think more creatively and strategically. For example, in 2020, NYSPHA was forced to cancel the annual in-person conference and move to virtual networking webinars that allowed for a broader audience and presenters. Going forward, NYSPHA will continue to adapt to how COVID-19 may impact our goals and objectives and our approach to meeting them. In many ways, COVID-19 is teaching us new ways to think and to operate that will extend beyond the end of the pandemic.

## **II. Overview of NYSPHA Planning and Evaluation**

In the fall of 2019, the NYSPHA Board participated in a strategic planning retreat to outline the updated 2021-2025 Strategic Plan. The retreat helped us focus on developing priorities and goals in the primary area of member engagement in locations outside of the Capital District. With the recent merger of PHANYC and NYSPHA, we wanted to focus on engagement of our southern tier public health professionals.

Of the measurable objectives from the 2017-2020 plan, the results were as follows:

1. By January 2020, NYSPHA increased membership from 180 to a minimum of 300 members annually. As of December 23, 2019, NYSPHA had 399 members.
2. By January 2020, NYSPHA increased the Policy and Advocacy committee membership from 10 to 17 members.

Other progress indicators from board feedback included increased financial stability, membership, visibility, collaborations, advocacy, communications, enhancements to the website, and the annual conference. The 2016 membership survey also suggested that we were making progress. Of the 52 respondents answering the question “do you plan to renew your membership,” 77% replied yes.

The process is reviewed annually at the Fall Board of Directors retreat and objectives may be modified if goals are not met.

## **2019 Planning Retreat**

### **What NYSPHA success will look like in the coming years:**

- Greater visibility on social media, more media engagement, and broader presence.
- Increased collaboration with NYSACHO and other state affiliated organizations, such as the State Department of Health and the Governor’s Office.
- Increased external funding through an active fundraising committee.
- Increased NYSPHA membership.
- Increased membership diversity.
- Recognition as a valuable public health partner.
- Increased staff time to help implement programs and benefits.
- Increased regional networking events.
- Expanded advocacy efforts statewide and locally.
- Increased sponsors, donors, and other supporters.
- Increased sharing of best practices and innovations in public health.
- Increased member and student value and benefits.
- Recognition for breadth and depth in public health, through content and membership representing all areas of the field.

Each standing board committee brainstormed and identified three priorities for the next few years. Activities were listed for the top priorities and results have been incorporated into the updated strategic plan. At the fall retreat, board members will review progress.

### **III. NYSPHA Vision, Mission, and Values**

#### **Vision**

Strengthening public health and taking action to make New York the healthiest state.

#### **Mission**

The mission of NYSPHA is to promote and protect the public's health through professional development, networking, advocacy, and education.

#### **Values**

NYSPHA values:

- Being a strong voice for the profession and public health policy.
- Building strong, diverse networks and partnerships.
- Increasing public health knowledge and sharing best/promising practices.
- Promoting systems and population-based strategies that have the greatest impact.
- Achieving health equity among all populations.
- Preventing disease/injuries and promoting healthy behaviors to save lives and maximize health resources.

### **IV. Strategic Issues, Goals, and Strategies**

Over the next few years, based on the strategic planning process, NYSPHA will focus on agreed upon strategies to strengthen and grow the organization. Because NYSPHA is a member organization, engaging membership in the mission is a core activity at the center of what we do. To generate impactful activities such as lobby days, conferences, and communications there must be solid governance, leadership, and internal communications.

Strategies and activities have been developed that will help NYSPHA achieve its full potential as a member organization and enable NYSPHA's Board of Directors to measure progress over the span of this strategic plan. The intent of the strategic plan is that it be used regularly by Board members, staff, and committees to guide our work, as well as to inform members about NYSPHA's direction.

## **Goal 1: Increase member recruitment and engagement**

NYSPHA will increase membership benefits, services, and opportunities that build knowledge, strengthen relationships, broaden membership, and improve the practice of public health.

Objectives-By 2025 NYSPHA will:

- Increase membership to 800 by improving retention and growing the number of new members.
- Retain at least 70%, 75%, and 80% of current membership by 2021, 2023, and 2025, respectively.
- Increase and broaden awareness of NYSPHA and its public health agenda including health equity by revising and implementing a communication and marketing plan.

### ***Strategies for increasing membership:***

1. Develop and implement a member recruitment plan to ensure that membership is reflective of New York State demographics.
  - a. Collect quantitative and qualitative data from current members via survey, focus groups, and interviews to:
    - i. Identify current gaps in membership related to demographics, level of experience, and areas of expertise.
    - ii. Better understand how members and other public health professionals throughout New York State view NYSPHA.
    - iii. Explore what members currently gain and what they would like to gain from their membership.
    - iv. Attract new members and retain current members.
  - b. Draft a membership recruitment plan based on collected data outlining incremental goals for each year and strategies to achieve them:
    - i. Develop outreach plans to address gaps, geographic (i.e.,) NYC, students, and APHA members in New York.
    - ii. Increase partnerships to expand organizational memberships, including college and university members.
    - iii. Review and update current member benefits.
    - iv. Expand member discount options.
2. Expand member-focused activities to increase engagement and recruit new members:
  - a. Host regional networking events annually.
  - b. Explore other opportunities to increase connection and communication between members, such as a member discussion board on NYSPHA's website, facilitated discussions on public health topics, mentor/mentee opportunities, etc.
3. Increase membership engagement in committees:
  - a. Outreach to members about committees.
  - b. Explore more effective ways to encourage committee participation.

- c. Identify a member co-chair for each committee.

***Strategies to retain current membership:***

1. Develop and implement a member engagement and retainment plan:
  - a. Analyze membership each year utilizing data from member registration and a member survey.
    - i. Update information that is collected from members at registration.
  - b. Identify and implement strategies to increase engagement, by reviewing new members during the monthly board meeting and initiating welcome emails or telephone calls to new members from board members.
  - c. Develop and distribute a separate survey for those members who do not renew.
2. Develop guidelines for College Chapters:
  - a. Outline the mission and purpose of College Chapters.
  - b. Identify and outline opportunities to engage chapter members with NYSPHA, (i.e.) professional development opportunities, networking, etc.
  - c. Outreach strategies to retain student members after graduation.

***Strategies to increase awareness of NYSPHA and its public health agenda, including health equity through a communications and marketing plan:***

1. Revise and implement the communication and marketing plan to include branding guidelines and strategies for outreach.
  - a. Within revised communication plan, include:
    - i. Separate segments for internal communication (i.e.) with members and external communication (i.e.) marketing, PR, etc.).
    - ii. Strategies to increase social media presence.
    - iii. Media outreach plan.
    - iv. Solicit expertise in specific areas of public health and create a list of NYSPHA expert spokespersons for presentations, public comment, and consultation.
    - v. Internal communication plan that aligns with membership engagement objectives.
2. Develop performance metrics to track engagement through social media, NYSPHA website, and other platforms.

**Goal 2: Increase member advocacy and support NYSPHA public policy priorities**

Objectives-By 2025:

- NYSPHA will have an influential voice at the local, New York State, and national levels for sound public health policy and advocacy, based on the core public health principles of social justice and health equity, and addressing core issues such as public health infrastructure and emerging public health priorities.
- Mobilize NYSPHA members to develop and support NYSPHA’s public health policy and advocacy goals, and assure that these goals are clearly communicated to policy makers and to the public.

***Strategies to make NYSPHA an influential voice at the local, state and national level:***

1. Develop annual New York State budget and legislative priorities in conjunction with NYSACHO and other public health partners:
  - a. Send budget letter to the Governor by October 15 each year.
  - b. Publish legislative priorities on the NYSPHA Policy and Advocacy committee (PAC) website and share with members by January 15 each year.
  - c. Participate in policy and advocacy activities of NYSACHO and other public health partners, which align with NYSPHA priorities.
2. Effectively advocate for NYSPHA priorities with the Governor’s office, state government agencies, and the state legislature:
  - a. Engage NYSPHA members in an annual state Public Health Day of Action in Albany in April or May in conjunction with NYSACHO and other public health partners.
  - b. Engage NYSPHA members in participating in lobby day activities of other public health partners as appropriate.
  - c. Develop and post memoranda of support for priority legislation to share with legislative sponsors and others.
  - d. Initiate and/or participate in sign-on letters on issues of public health importance.
3. Develop subcommittee of the PAC to play a more active role in New York City public health policy and advocacy:
  - a. Form a NYC PAC subcommittee with an active core group of engaged, culturally diverse leaders of at least 5 to 8 members from all boroughs, who are able to engage important stakeholders in NYC metro area.
  - b. Explore the most effective way for NYSPHA to influence NYC metro area policy and advocacy goals.
4. Increase NYSPHA’s role in national public health policy and advocacy:
  - a. Participate in legislative alerts and sign-on opportunities on priority public health issues provided by APHA and other national public health organizations.
5. Report to the Board of Directors and the membership committee the status of NYSPHA’s policy and advocacy goals:
  - a. Committee report at each Board meeting.
  - b. Report to the membership on the PAC page on the NYSPHA website, through a newsletter sent via email on social media, and at annual and regional meetings.



- c. Coordinate with the membership and education committee to offer members and stakeholders learning opportunities about public health policy priorities and related advocacy training skills.

***Strategies to mobilize NYSPHA members:***

1. Seek periodic input from membership on what NYSPHA policy and advocacy priorities should be.

Objectives:

- a. Utilize surveys and newsletter articles to collect input.

2. Issue NYSPHA member action alerts on NYSPHA priority issues.

Objectives:

- a. Issue alerts at least monthly during the legislative session.
- b. Increase the number of members who respond to action alerts.
- c. Develop NYSPHA's capability to issue its own action alerts to prompt members to contact their legislators.

3. Develop and maintain the NYSPHA PAC website.

Objectives:

- a. Post PAC budget and policy positions on the website.
- b. Post member alerts on the website.
- c. Assure the website is up-to-date and user-friendly.

4. Use NYSPHA social medial tools to communicate public health policy and advocacy goals.

Objectives:

- a. Use social media platforms, such as Twitter, Facebook, and LinkedIn to highlight NYSPHA priorities, calls-to-action, and alerts.

5. Mobilize NYSPHA members and expert spokespersons to draft and submit op-eds for local media, and participate in press conferences and other public events in support of NYSPHA priorities to support.

6. Coordinate with the Board and Staff Educational committee to provide education about our priority policy issues, and advocacy skills training.

### **Goal 3: Increase educational opportunities**

NYSPHA will add in-person and web-based educational experiences that support professional development.

Objectives-Annually through 2025:

- Hold ten public health webinars each year offering NCHEC and CPH credits for members and non-members.
- Coordinate and hold an annual meeting (Public Health Partnership Conference) each spring.
- Offer a fall workshop or workshop series, if the planning committee has the capacity and the board supports it.

#### ***Strategies to offer educational opportunities:***

1. Pilot webcasting and other new ways of reaching people in the field.
2. Consistently offer relevant education via social media platforms, such as webinars and podcasts.
3. Implement new local events that include an educational component.

### **Goal 4: Enhance Governance and Staff Capacity**

NYSPHA's Board of Directors will have the knowledge, structure, and resources, as well as staff capacity needed to accomplish organizational goals.

Objective: Expand the geographic, demographic, and professional diversity of the Board of Directors to better position NYSPHA as a leading voice and resource for an increasingly diverse New York State public health workforce.

#### ***Strategies to achieve Board of Directors diversity objectives:***

1. Survey current board members to develop a baseline of current board assets and needs:
  - a. Compare current board composition to perceived needs of the Board to identify gaps.
  - b. Identify opportunities for professional development for Board members to help decrease gaps.
2. Clarify and update roles and expectations for Board members.

3. Target recruitment based on analysis of survey data:
  - a. Revise call for new Board member application form.
  - b. Promote call for new Board members among specific channels and at fall NYSPHA events.
  - c. Provide potential Board members with opportunities for active participation in NYSPHA, prior to application submission to assess commitment.
  
4. Following Board recruitment, identify NYSPHA staff needs and professional development, to complement and support Board expertise.

### **Goal 5: Ensure Financial Sustainability**

NYSPHA will sustain its current funding opportunities and develop future means of ongoing revenue needed to accomplish organizational goals.

Objective: Expand fund development opportunities.

#### ***Strategies to achieve financial sustainability and growth:***

1. Continue existing relationships with public health partners:
  - a. NYSPHA partnered with NYSACHO for the 2019 Partnership Conference. Continue to develop partnership opportunities with NYSACHO.
  - b. Identify opportunities for other public health associations throughout New York State to add value and efficiency to public health efforts for public health leaders.
  - c. Develop virtual learning opportunities with optional continuing education credits with partnering public health associations to engage public health professionals.
  
2. Solicit state, regional, and national organizations for sponsorship of public health educational events.
  
3. Expand fund development opportunities for our existing members.

## 2021-2025 NYSPHA Work Plan

### Membership Recruitment and Engagement

Objective 1	Increase overall membership of NYSPHA and ensure that the membership is reflective of New York State.		
Strategy	Activities	Timeline	Status
Increase number of active members to 800 by 2025.	Develop and implement a member recruitment plan to ensure that membership is reflective of New York State. Refine, distribute, and analyze data from member survey to identify current gaps in membership. Draft membership recruitment plan based on data from member survey that outlines incremental goals for each year and strategies to achieve them: <ul style="list-style-type: none"> <li>• Develop outreach plans to address gaps, (i.e.) NYC, College and University chapters, and APHA members in New York.</li> <li>• Expand partnerships to expand organizational memberships.</li> <li>• Review and update current benefits.</li> <li>• Expand discount options.</li> </ul>		
	Expand member-focused activities to increase engagement and recruit new members: <ul style="list-style-type: none"> <li>• Host annual regional networking events.</li> <li>• Explore other opportunities to increase connection and communication between members, such as a member discussion board on NYSPHA’s website, facilitated discussions on public health topics, and mentor/mentee opportunities, etc.</li> </ul>		
	Increase membership engagement in committees: <ul style="list-style-type: none"> <li>• Outreach to members about active committees.</li> <li>• Explore more effective ways to encourage committee participation.</li> <li>• Identify a member co-chair for each committee.</li> </ul>		
Retain at least 65% of current membership each year.	Develop and implement a member engagement and retainment plan: <ul style="list-style-type: none"> <li>• Analyze membership annually by utilizing data from member registration and a member survey.</li> <li>• Update information collected from members at registration</li> <li>• Review new members each month during board meeting, and initiate welcome emails or telephone calls from board members</li> <li>• Develop and distribute a separate survey for members who do not renew.</li> </ul>		

<b>Objective 2</b>	<b>Implement a communications and marketing plan to increase awareness of NYSPHA and its public health agenda, including health equity.</b>		
<b>Strategy</b>	<b>Activities</b>	<b>Timeline</b>	<b>Status</b>
Revise and implement the communication and marketing plan that includes branding guidelines and strategies for outreach.	<p>Within revised communication plan, include:</p> <ul style="list-style-type: none"> <li>• Separate segments for internal communication (i.e.) members and external communication (i.e.) marketing, PR, etc.</li> <li>• Strategies to increase social media presence.</li> <li>• Media outreach plan.</li> <li>• List of NYSPHA expert spokespersons.</li> <li>• Internal communication plan that aligns with membership engagement objectives.</li> <li>• Develop performance metrics to track engagement through social media, NYSPHA website, and other platforms.</li> </ul>		

### Policy and Advocacy

<b>Objective 1</b>	<b>Make NYSPHA an influential voice at the local, New York State, and national levels for sound public health policy and advocacy based on core public health principles of social justice and health equity, and addressing core issues such as public health infrastructure and emerging public health priorities.</b>		
<b>Strategy</b>	<b>Activities</b>	<b>Timeline</b>	<b>Status</b>
Develop annual New York State budget and legislative priorities in conjunction with NYSACHO and other public health partners.	Send budget letter to the Governor by October 15 each year.		
	Publish legislative priorities on the NYSPHA PAC website and share with members by January 15 each year.		
	Participate in policy and advocacy activities of NYSACHO and other public health partners, which align with NYSPHA priorities.		

Effectively advocate for NYSPHA priorities with the Governor's office, state government agencies and the state legislature.	Engage NYSPHA members in annual state Public Health Day of Action Day in Albany in April or May, in conjunction with NYSACHO and other public health partners.		
	Engage NYSPHA members in participating in lobby day activities of other public health partners as appropriate.		
	Develop and post memoranda of support for priority legislation to share with legislative sponsors and others.		
	Initiate and/or participate in sign-on letters on important public health issues.		
Develop subcommittee of the PAC to play a more active role in New York City public health policy and advocacy.	Form a NYC PAC subcommittee with an active core group of engaged and culturally diverse leaders of at least 5 to 8 members from all boroughs.		
	Explore the most effective way for NYSPHA to influence NYC metro area policy and advocacy goals.		
Increase NYSPHA's role in national public health policy and advocacy.	Participate in legislative alerts and sign-on opportunities on priority public health issues provided by APHA and other national public health organizations.		
Report to the Board of Directors and membership the status of NYSPHA's policy and advocacy goals.	Committee report at each Board meeting.		
	Report to membership in the newsletter and at annual and regional meetings.		
	Coordinate with membership and education committees to offer members and stakeholders learning opportunities about public health policy priorities.		
<b>Objective 2</b>	<b>Mobilize NYSPHA members to develop and support NYSPHA's public health policy and advocacy goals and assure that these goals are clearly communicated to policy makers and to the public.</b>		
<b>Strategy</b>	<b>Activities</b>	<b>Timeline</b>	<b>Status</b>
Seek periodic input from membership on suggested NYSPHA policy and advocacy priorities.	Use surveys and newsletter articles to seek input.		

Issue NYSPHA member action alerts on NYSPHA priority issues.	Issue alerts at least monthly during the legislative session.		
	Increase the number of members who respond to action alerts.		
	Develop NYSPHA’s capability to issue its own action alerts to prompt members to contact their legislators.		
Develop and maintain the NYSPHA PAC website.	Post PAC budget and policy positions on website.		
	Post member alerts on website.		
	Assure website is up-to-date and user-friendly.		
Use NYSPHA social medial tools to communicate public health policy and advocacy goals.	Use Twitter and Facebook to highlight NYSPHA priorities and alerts.		
Mobilize NYSPHA members to draft and submit op-eds for local media and participate in press conferences and other public events in support of NYSPHA priorities to support.			

### Education and Events

<b>Objective 1</b>	<b>Hold ten public health webinars per year offering NCHEC and CPH credits for members and non-members.</b>		
<b>Objective 2</b>	<b>Coordinate and hold an annual meeting (Public Health Partnership Conference) each spring.</b>		
<b>Objective 3</b>	<b>Offer a fall workshop or workshop series if the planning committee has the capacity and the board supports it.</b>		

<b>Strategy for all objectives</b>	<b>Actions</b>	<b>Timeline</b>	<b>Status</b>
Pilot webcasting and other new ways of reaching people in the field.	Work with Membership and Development committees to increase participation, particularly in remote access events.		
Consistently offer relevant education via webinars.	Work with the Board of Directors, Membership and Development committees and NYSACHO to identify current public health topics and potential speakers.		
Implement new local events that include an educational component.	Work with the Board of Directors, Membership and Development committees to identify local public health leaders and venues to hold events post COVID-19.		

### **Enhance Governance and Staff Capacity**

<b>Objective</b>	<b>Actions</b>	<b>Timeline</b>	<b>Status</b>
<b>Expand the geographic, demographic, and professional diversity of the Board of Directors to better position NYSPHA as a leading voice and resource for an increasingly diverse New York State public health workforce.</b>			
<b>Strategy</b>	<b>Actions</b>	<b>Timeline</b>	<b>Status</b>
Survey current board members to develop a baseline of current board assets and needs.	Develop, administer and analyze data from online survey.		
Compare current board composition to perceived needs to reveal gaps.	Review diversity objectives and compare current board composition. Identify recruitment opportunities.		



Clarify and update roles and expectations for board members.			
Target recruitment based on analysis of survey data.	Revise call for new board member application form.		
	Promote the call for new board members among specific channels and at fall NYSPHA events.		
	Provide potential board members with opportunities for active participation in NYSPHA prior to application submission to assess commitment.		