Strategic Objective Highlights
March 2017

As a part of ASHA’s Strategic Pathway, the ASHA Board of Directors established eight Strategic Objectives designed to dramatically change:

- the way we practice and how we are paid for our services
- the way others perceive and value the services we provide
- the science underlying service delivery
- what our membership looks like
- our partners for addressing communication and related disorders here and around the world

For each of the Strategic Objectives included in ASHA’s Strategic Pathway to Excellence, an owner was assigned, an objective outcome was developed, and work is underway toward those outcomes. Following are highlights of each Strategic Objective and contact information for the Objective Owner:

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<thead>
<tr>
<th>STRATEGIC OBJECTIVE #1: Expand Data Available for Quality Improvement and Demonstration of Value</th>
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<tr>
<td><strong>OBJECTIVE OWNER</strong></td>
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<td><strong>OUTCOME</strong></td>
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| **HIGHLIGHTS** | - Integration of Pre-Kindergarten and Adult SLP NOMS, along with the addition of school-age populations, into a single NOMS component for SLP Healthcare Ages 3-Adult  
  - Building an Adult Audiology component of NOMS  
  - Incorporating patient-reported outcomes measures into all NOMS components  
  - Designing a K-12 Schools component of NOMS  
  - Ensuring that all adult healthcare components of NOMS meet Medicare QCDR requirements for quality reporting |
STRATEGIC OBJECTIVE #2: Advance Interprofessional Education and Interprofessional Collaborative Practice (IPE/IPP)

OBJECTIVE OWNER  Loretta Nunez, M.A., Au.D., CCC-A/SLP, FNAP, Director, Academic Affairs & Research Education (lnunez@asha.org)

OUTCOME  Academic programs employ IPE approaches to personnel preparation and both students and ASHA members engage in Interprofessional collaborative practice.

HIGHLIGHTS  - IPP competencies incorporated into ASHA’s Scope of Practice for SLP, ASHA’s Code of Ethics, CAA-Accreditation standards, and Academic Affairs Board recommendations for undergraduate education in CSD. CFCC standards under consideration.
  - Information and resources about IPE/IPP, the competencies, and its value to clinical outcomes shared via meetings, presentations, exhibits, ASHA publications, ASHA Convention and ASHA Connect.
  - IPE/IPP resources developed include ASHA webpages, SIG e-Book, introductory PPT presentation, 2-hr free Webinar, IPP quiz, IPP competencies, brochure promoting IP collaboration with SLPs and AUDs, and patient/client perspective videos.
  - Collaborations with other organizations forged to advance IPE/IPP. Some examples include the Council of Academic Programs in Communication Sciences and Disorders (CAPCSD) and related professional organizations such as the American Physical Therapy Association (APTA) and the American Occupational Therapy Association (AOTA).
  - IPE/IPP research and a recommended research agenda and methodology have been disseminated to ASHA members. IPE/IPP funding resources were added to the ASHA webpage, Federal and Private Funding Sources for Researchers.
  - Links to seminal reference documents, instructional videos and conferences available from other IPE/IPP related organizations have been disseminated; some examples include the National Center for Interprofessional Practice and Education (Nexus), the Interprofessional Education Collaborative (IPEC), the Global Forum on Innovation in Health Professional Education, and the American Interprofessional Health Collaborative (AIHC).
### STRATEGIC OBJECTIVE #3: Enhance the generation, publication, knowledge translation, and implementation of clinical research

<table>
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<tr>
<th><strong>OBJECTIVE</strong></th>
<th>Margaret Rogers, Ph.D., Chief Staff Officer for Science and Research (<a href="mailto:mrogers@asha.org">mrogers@asha.org</a>)</th>
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<tr>
<td><strong>OUTCOME</strong></td>
<td>ASHA has enhanced the generation, publication, knowledge translation, and implementation of clinical research</td>
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<td><strong>HIGHLIGHTS</strong></td>
<td><strong>Generation:</strong> Academic/Research Mentoring (ARM) Network programs are succeeding; submissions and funding have increased as a result:</td>
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<td>- <em>Pathways:</em> entry-level program</td>
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<td>- <em>Lessons for Success:</em> for those with previous grant-writing experience</td>
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<td>- <em>Clinical Practice Research Institute:</em> for those with prior funding working on clinical practice research federal grant proposals</td>
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<td><strong>Publication and Knowledge Translation:</strong> Efforts underway</td>
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<td>- New Editorial Board Model for the ASHA Journals</td>
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<td>- Practice Portal (37 topics) and Evidence Maps (30) – more to come!</td>
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<td>- Articles stemming from scientific conferences now being published as special issues or forum in the ASHA Journals</td>
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<td><strong>Implementation Science:</strong></td>
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<td>- Raising awareness with articles &amp; presentations</td>
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<td>- Leveraging Maximum Impact from Clinical Research</td>
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<td>- Research with an Impact: Launching an Academic Career in Knowledge Translation &amp; Implementation Science (CRISP-sponsored Convention session)</td>
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<td>- JSLHR Research Forum on Implementation Science</td>
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**STRATEGIC OBJECTIVE #4:** Enhance service delivery across the continuum of care to increase value and access to services

**OBJECTIVE**
Lemmietta McNeilly, Ph.D., CCC-SLP, CAE, FNAP, ASHA Fellow, Chief Staff Officer for Speech-Language Pathology ([lmcneilly@asha.org](mailto:lmcneilly@asha.org))

**OUTCOME**
Enhanced service delivery across the continuum of care to increase value and access to services

**HIGHLIGHTS**
- Multiple presentations at State Speech and Hearing Association Conferences and Related Professional Organizational Conferences.
- Resources developed on varied clinical practice issues (Functional goal clinical case studies using the ICF Framework on the website, and handouts on clinical practice documentation and reimbursement issues)
- Working on case study, videos and webinar
- Studying feasibility of credentialing for support personnel in audiology and speech-language pathology

**STRATEGIC OBJECTIVE #5:** Increase influence and demonstrated value of audiology and speech-language pathology services

**INTERIM OBJECTIVE**
Lemmietta McNeilly, Ph.D., CCC-SLP, CAE, FNAP, ASHA Fellow, Chief Staff Officer for Speech-Language Pathology ([lmcneilly@asha.org](mailto:lmcneilly@asha.org))

**OUTCOME**
ASHA members play an active role in reimbursement processes, effectively demonstrating the value of their services, and empowering and educating patients and clients to understand access and reimbursement

**HIGHLIGHTS**
- Submitted comments to Medicare on proposed regulations regarding development of alternative payment models for new reimbursement system
- 15 states have enacted legislation requiring Medicaid coverage for telepractice
- Developing evidence portfolios in support of services provided by the professions for insurance coverage
STRATEGIC OBJECTIVE #6: Increase the diversity of the membership

OBJECTIVE OWNER
Mike Skiados, CAE, Director, Membership (mskiados@asha.org)

OUTCOME
Increased diversity of ASHA members in the areas of individuals from underrepresented racial and ethnic backgrounds, Bilingual Service Providers, and men.

HIGHLIGHTS
- Developed communications plan for potential members from underrepresented racial and ethnic backgrounds, Bilingual Service Providers, and men.
- Exhibited at HOSA and National Urban League and virtually exhibited at Health Professions Week.
- Launch Bilingual Service Provider benefits and self-identification webpage.
- Field male recruitment focus group at Convention.
- Develop look and feel for Male Recruitment microsite.
- Exhibit at Male Recruitment Center at ASHA Convention.

STRATEGIC OBJECTIVE #7: Enhance International Engagement

OBJECTIVE OWNER
Lily Waterston, MA, Director, International Programs (lwaterston@asha.org)

OUTCOME
ASHA is engaged internationally with service providers, educators, scientists and other groups to proliferate research, and improve professional preparation and service delivery

HIGHLIGHTS
- ASHA collaboration with the Pan American Health Organization (PAHO), (Regional Office for the Americas of the World Health Organization (WHO))
- Outreach to increase International Affiliates
- Collaboration with WHO for public awareness campaigns
- ASHA is a founding member of the International Communication Project (ICP)
- Supporting international conferences in different regions of the world
- Increasing publications from authors outside the US
STRATEGIC OBJECTIVE #8: Increase members' cultural competence

**OBJECTIVE**  Vicki Deal-Williams, MA, CCC-SLP, FASAE, CAE, Chief Staff Officer for Multicultural Affairs (vdealwilliams@asha.org)

**OWNER**

**OUTCOME**  ASHA members competently address cultural/linguistic influences on service delivery outcomes

**HIGHLIGHTS**  
- Partnering with CAPCSD on faculty development efforts in cultural literacy
- Developing requirements document for an online, interactive, case study tool
- Outlining plan for promoting new and existing resources and tools
- Considering a request for an Ad Hoc Committee to review and recommend action on language proficiency