

# STRATEGIC PATHWAY TO EXCELLENCE



## OVERVIEW

The American Speech-Language-Hearing Association (ASHA) is the professional, scientific, and credentialing association for 234,000 members and affiliates who are audiologists, speech-language pathologists, and speech, language, and hearing scientists.

The Association's Board of Directors has created a picture of ASHA's future, called the Envisioned Future 2025. The relevance of 2025 is that it is the Association's 100th anniversary, and the Envisioned Future is a centennial view. The Envisioned Future is a long-term goal, and an important step in achieving that goal is to break it down into smaller milestones.

As the Association began to develop its strategic plan for 2008-2010, it was decided that the planning should include a process to align ASHA's budget with its strategic plan. A decision was made to use the Balanced Scorecard framework, to help us establish a solid foundation as a basis for future planning of this vision.

The strategic planning and management system, based on Balanced Scorecard methodology, was customized to meet ASHA's member-centric principles, and helps the Association work towards a shared vision and strategy. The foundation that has been laid has established a solid set of components which include our Core Values, the Pillars of Excellence, Strategic Objectives, Performance Measures and Strategic Initiatives and Operational Priorities.

Today this framework continues to be the foundation for the Strategic Pathway, which drives the Associations' goals and milestones towards the Envisioned Future 2025. In conjunction with this framework, all of the work that the association does and needs to do are organized into categories in accordance with Steven C Bell's Run, Grow, and Transform model for integrating business and lean IT. By categorizing work this way, resources are deliberately allocated to ensure success.

It is the philosophy of the Association to continuously strive to improve all processes in an effort to stay on the cutting edge, while maintaining the high standards of excellence that ASHA is known for.

Following is a description of ASHA's Strategic Pathway to Excellence.

## VISION, MISSION, AND CORE VALUES

**ASHA's VISION Statement: Making effective communication, a human right, accessible and achievable for all.**

A Vision Statement is what the organization wants to be in the future. The Vision Statement provides the major long-term direction for the organization's planning and is the outcome to be achieved through the planning process.

**ASHA's MISSION Statement: We are a dynamic community of audiologists, speech-language pathologists, scientists, assistants, and other affiliated professionals, dedicated to transforming lives. Through partnership and collaboration, we advance science, foster excellence in education and professional practice, establish standards, and advocate for accessible and quality care for all.**

A Mission Statement indicates what the organization does and for whom it is done. This statement indicates the reason the organization exists. The Mission serves as the basis for the development of the organization's focus areas/issues, outcomes, and strategies.

### **ASHA's CORE VALUES:**

- **We are two professions, with a shared purpose, that are stronger together.**
- **Scientifically based professional practice advances the discipline of human communication sciences and disorders.**
- **Collaboration, diversity, equity, inclusion, innovation, and integrity are essential and indispensable in our work.**
- **We are member-centric and people-focused at our core.**

**Core Values** are a set of qualities and behaviors that are clearly defined, support the organization's broader strategic goals and objectives, and are demonstrated consistently by all staff and volunteers.

## ASHA's METHODOLOGY FOR EXECUTING THE ASSOCIATION'S PROGRAMS, OPERATIONS AND FUNCTIONS

ASHA employs a variation of Bell's *Run, Grow, and Transform model* to achieve the Association's vision, mission and strategy. This model includes work done at three levels: Run, Grow and Transform.



Work at the Run level addresses ongoing operations, including process improvement initiatives. The Grow category of work focuses on expanding, revamping, experimenting or innovation within association programs, operations or functions. ASHA’s operational priorities, process improvement and expansion of current programs are performed at the Grow and Run levels. Initiatives that focus on accomplishing the Association’s Strategic Objectives and embody revolutionary change within the professions or association are conducted at the Transform level.

Together, Run, Grow and Transform provide the Association with the structure needed to run effectively and to reach milestones on the course to the envisioned future.

## STRATEGIC OBJECTIVES AND OUTCOMES

Strategic Objectives, which are the basic building blocks of strategy and define the organization’s strategic intent, were developed. Strategic Objectives are action-oriented statements of what must be done to be successful. For each of the Strategic Objectives included in ASHA’s Strategic Pathway to Excellence, an objective outcome was developed.

Following are the Strategic Objectives and desired objective outcomes:

### **Objective #1: Expand Data Available for Quality Improvement and Demonstration of Value**

**Outcome:** ASHA has advanced large-scale databases and outcomes measurement efforts to enable practice improvements, demonstrate value to external parties, and inform client choice.

### **Objective #2: Advance Interprofessional Education and Interprofessional Collaborative Practice (IPE/IPP)**

**Outcome:** Academic programs employ IPE approaches to personnel preparation and both students and ASHA members engage in interprofessional collaborative practice.

**Objective #3: Enhance the generation, publication, knowledge translation, and implementation of clinical research**

**Outcome:** ASHA has enhanced the generation, publication, knowledge translation, and implementation of clinical research

**Objective #4: Enhance service delivery across the continuum of care to increase value and access to services**

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

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

**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

**Objective #6: Increase Diversity/Equity/Inclusion within the Association and the discipline**

**Outcome:** ASHA has implemented equitable practices and CSD is a more diverse and inclusive discipline.

- ASHA's standards and systems improve the quality of care for all populations, and increase access to and inclusion in the discipline
- ASHA offers tools and resources for enhancing professional interactions across race/ethnicity
- ASHA's membership is more diverse

**Objective #7: Enhance International Engagement**

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

**Objective #8: Increase members' cultural competence**

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

## Objective #9: Transform learning across the discipline

**Outcome:** ASHA has created and advanced a learning ecosystem that supports members' ability to proactively navigate change and thrive professionally through life-long learning

For additional information related to ASHA's Strategic Pathway to Excellence, please contact Rozsa M. Felix, Senior Director, Office of Business Excellence, at [rfelix@asha.org](mailto:rfelix@asha.org)



# STRATEGIC PATHWAY TO EXCELLENCE

### VISION

Making effective communication, a human right, accessible and achievable for all.

### MISSION

We are a dynamic community of audiologists, speech-language pathologists, scientists, assistants, and other affiliated professionals, dedicated to transforming lives. Through partnership and collaboration, we advance science, foster excellence in education and professional practice, establish standards, and advocate for accessible and quality care for all.

## TRANSFORM

Revolutionary change within the professions and/or the association



### STRATEGIC OBJECTIVES

- ## 1

Expand data available for quality improvement and demonstration of value

## 4

Enhance service delivery across the continuum of care to increase value and access to services

## 7

Enhance international engagement
- ## 2

Advance Interprofessional Education and Interprofessional Collaborative Practice (IPE/IPP)

## 5

Increase influence and demonstrated value of audiology and speech-language pathology services

## 8

Increase members' cultural competence
- ## 3

Enhance the generation, publication, knowledge translation, and implementation of clinical research

## 6

Increase Diversity, Equity, and Inclusion (DEI) within the Association and the discipline

## 9

Transform learning across the discipline

## GROW

Expand, revamp, experiment and/or innovate within association programs, operations, and functions



### OPERATIONAL PRIORITIES

OPTIMIZE

- \* Membership value and member satisfaction
- \* Staff engagement, inclusion and a culture of learning
- \* Management and utilization of resources and data
- \* Project and process management and execution
- \* Technology infrastructure
- \* Non-dues revenue

## RUN

Ongoing operations, including evolution and process improvement in association programs and functions



**VALUES:** \* We are two professions, with a shared purpose, that are stronger together. \* Scientifically based professional practice advances the discipline of human communication sciences and disorders. \* Collaboration, diversity, equity, inclusion, innovation, and integrity are essential and indispensable in our work. \* We are member-centric and people-focused at our core.