



August 2021-December 2024

Strategic Plan

Mission

The Missouri Speech-Language-Hearing Association empowers members to connect and advocate for the advancement of our professions in order to ensure access to the best quality services.

Vision

Advancing evidence-based speech, language, and hearing services without barriers

Focus Areas

- I. Licensure and Legislative Issues**
- II. Continuing Education**
- III. Diversity, Equity, and Inclusion**
- IV. Marketing**

Focus Areas and Strategic Objectives

I. Licensure and Legislative Issues (Page 2)

- A. MSHA will increase member education on issues related to DESE certification.
- B. MSHA will increase member education on professional self advocacy.
- C. MSHA will increase state level advocacy for all areas of the profession.

II. Continuing Education (Page 7)

- A. MSHA will increase value-added free CEU offerings to bolster membership benefits and to help members meet certification/licensure requirements.
- B. MSHA will expand the use of low-cost and diverse virtual educational offerings.
- C. MSHA will provide MSHA members with enhanced quality of CEU offerings by offering more intermediate and advanced level courses.

III. Diversity, Equity, and Inclusion (Page 11)

- A. MSHA will recognize and bolster MSHA members who specialize in cultural and linguistic diversity, equity, and inclusion (CLDEI).
- B. MSHA will increase awareness and access to our services among diverse populations and key stakeholders.
- C. MSHA will provide yearly access to informational resources and CEU topics on cultural and linguistic diversity, equity, and inclusion.
- D. MSHA will increase the recruitment and retention of MSHA membership from minority groups by developing more visible pipelines of opportunity and collaboration with stakeholders (e.g. universities, clinics, schools, individual professionals, students and the public).
- E. MSHA will develop a structure of collaboration among service providers (e.g. social workers, medical doctors, classroom teachers, principals, administrators) to address health care/educational disparities in our service provision among underrepresented groups.
- F. MSHA will commit to doing the long-term, hard work necessary to become a more inclusive and representative profession.

IV. Marketing (Page 23)

- A. MSHA will increase its social media presence.
- B. MSHA will create opportunities for networking through socials, regional groups, journal clubs and discussion boards.
- C. MSHA will promote the speech-language pathology and audiology professions.



I. Strategic Objectives and Organization Goals: Licensure and Legislative Issues

I. Focus: Licensure and Legislative Issues

A. Strategic objective: MSHA will increase member education on issues related to DESE certification

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|---|---|---|---|---------------------|---------------------------|
| 1. Educate Membership about DESE Certificate/Licensure relationship (history, changes, implication for today's SLPs, PSRS vs PEERS) | Plan and implement Hall Meetings Plan and hold Committee Meetings Newsletter articles/references | VP for School Services President President-Elect Past President | At least 1 town hall meeting per year, quarterly meetings, and 1 article per year | Ongoing | |
| 2. Educate Membership about Sound System Disorder qualifications and usage of speech intervention services / counting on caseloads. | Present Convention/School Services Update at annual Convention Present advocacy booth exhibit at Convention for follow up discussions (iCollaborate via SEALS) | VP for School Services School Services Committee Members | At least 1 convention school services update | Ongoing | |
| 3. Collaborate with DESE personnel and/or school administrators regarding SSD qualifications and usage of speech intervention services. | MO-CASE Presentations Present at Local/regional LASE meetings Publish Newsletters/social media posts/Eblasts disseminations | VP for School Services and/or Exec Board Members President President-Elect Past President School Services Committee Members | 1 MO Case presentation, 1 local/regional LASE presentation, and 1 published article | Fall 2023 | |
| 4. Collaborate with DESE about SLP scope of practice | Plan, schedule and implement meetings with | VP for School Services | 1 meeting with DESE personnel | Fall 2023 | |



| | | | | | |
|--|---------------------------|--|--|--|--|
| (including workload calculator from ASHA). | designated DESE personnel | | | | |
|--|---------------------------|--|--|--|--|



I. Focus: Licensure and Legislative Issues

B. Strategic Objective: MSHA will increase member education on professional self advocacy.

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|---|--|---------------------------------------|------------------------------|---------------------|---------------------------|
| 1. Educate Membership about self-advocacy for salary / funding. | Plan and implement Town Hall meetings | VP for School Services and Committees | 1 Presentation at Convention | Convention 2024 | |
| | School Services Committee Meeting | Convention Planning Team | | | |
| | Presentation at MSHA Convention | VP for Communication | | | |
| | Eblasts, Social Media, MSHA Link, etc) | | | | |



I. Focus: Licensure and Legislative Issues

C. Strategic Objective: MSHA will increase state level advocacy for all areas of the profession.

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|--|---|--|--|--|---------------------------|
| 1. Increase state level advocacy for educational and clinical services | Legislative Day February Webinar Advocacy Grant Application | VP for Legislative Affairs | Increasing participation by 2 to 5 percent among professionals | Ongoing | |
| 2. Stay current with legislative issues pertinent to the professions. | Meet with lobbyist on regular basis Hold membership meetings with MSHA Lobbyist 2 to 3 times a year | President President-Elect Past President VPs as needed MSHA Lobbyist ASHA Representative | Weekly to biweekly meetings during legislative sessions | Ongoing | |
| 3. Collaborate with stakeholders for coverage for treatment of dysphagia (CPT 92526). | Collaborate with ASHA and MO HealthNet Division | MSHA Executive Board | 1 meeting with MO Health Net Division | Timeframe undetermined (pending COVID) | |
| 4. Develop legislation for participation in The Audiology & Speech-Language Pathology Interstate Compact (ASLP-IC) | Develop ASLP-IC task force Collaborate with stakeholders (MO Health Net, Missouri Board of Healing Arts, Educational Institutions) to collect and disseminate information Draft legislation and file bills Educate membership of benefits of compact | President and VP for Legislative Affairs MSHA Lobbyist ASHA representative MSHA Executive Board | Passed legislation | August 2022 | |



II. Strategic Objectives and Organization Goals: Continuing Education

II. Focus: Continuing Education

A. Strategic Objective: MSHA will increase value-added free CEU offerings to bolster membership benefits and to help members meet certification/licensure requirements

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|---|--|---|---|--|---------------------------|
| 1. MSHA will offer one-hour ethics course as a stand alone event and at convention once a year for active members. | Securing Speaker, setting dates, working with Craven to complete recordings and developing communication plan Start Planning: 2022 Launch: 2023 | Executive Board Convention Planning Team | At least 25% of members completes the course by the end of 2023 | Renewal: 1/1/2023 Course Completion by 12/31/2023 | |
| 2. MSHA will offer one-hour supervision course as a stand alone event and at convention once a year for active members. | Securing Speaker, setting dates, working with Craven to complete recordings and developing communication plan Start Planning : 2022 Launch: 2023 | Executive Board Convention Planning Team | At least 25% of members completes the course by the end of 2023 | Renewal: 1/1/2023 Course Completion by 12/31/2023 | |



II. Focus: Continuing Education

B. Strategic Objective: MSHA will expand the use of low-cost and diverse virtual educational offerings.

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|---|--|---|--|------------------------|---------------------------|
| 1. Each VP will offer a 1-2 hour virtual town hall (VPs can combine events- -Craven allows up to 6 webinars a year) | Develop topic(s), schedule dates on event calendar, plan agenda, schedule speakers, arrange virtual meeting settings (i.e. google meet, teams, zoom, etc.), and develop communication plan Start: 2021-2022 | Executive Board VPs | 25 to 50 people for each event | Yearly until June 2024 | |
| 2. Virtual live twilight (Early evening) course at convention | Develop topic(s), schedule dates on event calendar, plan agenda, schedule speakers, arrange virtual meeting settings (i.e. google meet, teams, zoom, etc.), and develop communication plan Start: 2021-2022 | Convention Planning Team | 25% of convention attendees login to session(s) yearly | June 2024 | |
| 3. Virtual live early bird or sunrise (AM) course at convention | Develop topic(s), schedule dates on event calendar, plan agenda, schedule speakers, arrange virtual meeting settings (i.e. google meet, teams, zoom, etc.), and develop communication plan Start: 2021-2022 | Convention Planning Team | 25% of convention attendees login to session(s) yearly | June 2024 | |
| 4. Journal or OJMSHA self study options | Research and information gathering, develop topic(s), select materials, develop communication plan, | MSHA Central Office and Designated Executive Board Member, MSHA member, and/or Self-Study Chair | 5% of members participate in courses yearly | June 2024 | |



| | | | | | |
|---|--|---|---|-----------|--|
| | develop CEU submission process Start: 2021-2022 | | | | |
| 5. Introduce journal club(s) for members to participate in monthly to discuss current topics related to evidenced based practice | Develop topic(s), schedule dates on event calendar, plan agenda, schedule speakers, arrange virtual meeting settings (i.e. google meet, teams, zoom, etc.), and develop communication plan, develop CEU submission process Start: 2021-2022 | MSHA Central Office and Designated Executive Board Member, MSHA member, and/or Journal Club chair | 5% of members participate in courses yearly | June 2024 | |



II. Focus: Continuing Education

C. Strategic Objective: MSHA will provide MSHA members with enhanced quality of CEU offerings by offering more intermediate and advanced level courses.

| Goal | Action | Responsibility | Measure of Success | Expected Completion |
|------------------------------------|--------------------------------------|--------------------------|--|---------------------|
| 1. Increase advanced CEU offerings | Recruit presentation at the advanced | Convention Planning Team | Increase advanced CEU offerings at MSHA by providing at least 3 advanced offerings | June 2023 |



III. Strategic Objectives and Organization Goals: Diversity, Equity, and Inclusion

MSHA will become an inclusive organization by promoting cultural competence in current membership, attracting and increasing retention of clinicians from minority populations, and advocating for access to treatment for individuals with communication disorders from culturally and linguistically diverse populations

III. Focus: Diversity/Equity/Inclusion

A. Strategic Objective: MSHA will recognize and bolster MSHA members who specialize in cultural and linguistic diversity, equity, and inclusion (CLDEI)

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|---|---|--|--|---------------------|---------------------------|
| 1. Identify barriers to entry into the field and service delivery | Survey members and other stakeholders before each triannual strategic plan on the current state of diversity and inclusion in our association and in state-wide practice settings and identify barriers that exist to entry | VP for Professional and Public relations; MSHA Multicultural Interest Group/Task Force (VP Clinical Services - perhaps move to Audiology); DEI Task Force created by President | The current state of diversity, equity, and inclusion is assessed and addressed in MSHA strategic plan tri-annually. | June 2023 | |
| 2. Create Regional Groups with a focus on diversity and/or increase collaboration with ASHA multicultural groups. | Expand the MSHA Multicultural Interest Group (currently under the VP for Clinical Services, but perhaps expand to VP Audiology) Determine regional groups to affiliate with diversity Task Force Hold quarterly meetings | VP for Professional & Public Relations through the Member Engagement Network; VP for Clinical Services through Multicultural Interest Group (or VP Audiology); MSHA DEI Task Force | Regional MSHA Multicultural Interest Groups meet at least quarterly | Fall 2023 | |
| 3. Develop web listing to connect culturally competent/ bilingual/ multilingual therapists to | Add specialty category to dues renewal/application. Create an up to date web listing helps identify MSHA | Central Office; VP for Clinical Services through Multicultural Interest Group ; (and or VP for Audiology);or VP DEI | Searchable web listing created | Summer 2023 | |



| | | | | | |
|---|---|--|--|---------------------|--|
| <p>address shortages of therapists representing diverse populations</p> | <p>members with a specialty in CLDEI</p> | | | | |
| <p>4. Spotlight / Recognize members whose accomplishments open up access and embrace inclusion (e.g. Annual Diversity and Inclusion Award, website honoree)</p> | <p>Create decision making process for member spotlight. Create timelines for spotlight. Create nomination form/procedure for membership to participate.</p> | <p>VP for Professional & Public relations through Nominations Committee; MSHA Central Office</p> | <p>A nomination form is created for membership to be recognized (at least yearly; perhaps quarterly) for efforts in CLDEI through MSHA Link, Member Spotlight on Website, etc.</p> | <p>January 2023</p> | |



III. Focus: Diversity/Equity/Inclusion

B. Strategic Objective: MSHA will increase awareness and access to our services among diverse populations and key stakeholders

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|--|--|---|--|------------------------|---------------------------|
| 1. Empower membership to promote the professions to underserved groups. | <p>Develop “Toolbox” with links & disseminate materials (handouts/presentations) used for members to promote the professions to underserved populations</p> <p>Create/link to “how to” videos on service promotion</p> <p>Consider applying for multicultural grant to fund effort</p> | VP for Professional and Public relations through Outreach Interest Group; VP for Clinical Services through Multicultural Interest Group; VP for Audiology | “Toolbox” on website with materials (handouts / presentations, letter) are provided for members and the MSHA Multicultural Interest Group to engage culturally and diverse populations | June 2024 | |
| 2. Assist members in advocating with legislators | Develop/Find materials /handouts to inform stakeholders of need for increased access to services for the underserved | VP for Legislative Affairs through Advocacy Interest Group; Lobbyist | Stakeholders are provided educational materials at Legislative Day/MO-Case etc. | February 2023 | |
| 3. Increase accessibility to information shared with linguistically diverse populations. | Translate all materials/handouts into top five languages spoken in the state of MO | VP for Professional and Public Relations; VP for Clinical Services; VP for Audiology | Determine top 5 languages. Materials are translated | Timeframe undetermined | |
| 4. Assess current practices for assessment and intervention of children in the schools | Meet with MO-DESE leaders yearly to discuss service provision to diverse populations | VP for School Services DESE Liaison | MSHA regularly meets/present at MO-CASE (i.e. yearly) | Fall 2023 | |



| | | | | | |
|--|--|--|--|--|--|
| | Survey school-based members on practices | | | | |
|--|--|--|--|--|--|



III. Focus: Diversity/Equity/Inclusion

C. Strategic Objective: MSHA will provide yearly access to informational resources and CEU topics on cultural and linguistic diversity, equity, and inclusion

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|---|---|--|---|-------------------------------------|---------------------------|
| 1. Create a Diversity, Equity, and Inclusion Track at Convention | <p>Invite/Call for papers inviting speakers with CLDEI expertise (e.g. ASHA Sig 14, MSHA Multicultural Interest Group)</p> <p>Assign this duty to a specific CPT position</p> <p>Add position and description to the CPT Manual</p> | <p>President,</p> <p>President Elect</p> <p>Convention Planning Team Chair</p> | The MSHA Annual Convention hosts yearly CEU opportunities on CLDEI | Convention 2023 | |
| 2. Provide CEUs on DEI topics through a variety of modalities | <p>Host webinars/town halls on CLDEI topics (e.g. unconscious bias, pragmatic language, micro-aggressions, cultural competence, service delivery to diverse populations, etc.)</p> <p>Invite experts and focus groups to speak on these initiatives</p> | <p>President</p> <p>Convention Planning Team</p> | Responsibility added in P&P for President to apply for ASHA grant. MSHA develops annual town halls to discuss the status of CLDEI within our state and professions | January 2023 (ASHA Grant timeframe) | |
| 3. Promote resources to educate members on cultural competence through website, publications and social media | Update website (e.g. ASHA Cultural Competence website link, NBASLH initiatives, create Multicultural Corner on website for resources, personal reflections, CEU links) | VP for Communication; VP for Prof & Pub Relations through Member Engagement Network; VP for Clinical Services through Multicultural Interest Group | <p>P&P Includes duties to promote resources.</p> <p>MSHA disseminates and promotes CEU topics that focus on CLDEI through the MSHA website and social media</p> | Fall 2022 | |



| | | | | | |
|--|--|--|--|--|--|
| | Disseminate intentional social media posts | | | | |
|--|--|--|--|--|--|



III. Focus: Diversity/Equity/Inclusion

D. Strategic Objective: MSHA will increase the recruitment and retention of MSHA membership from minority groups by developing more visible pipelines of opportunity and collaboration with stakeholders (e.g. universities, clinics, schools, individual professionals, students and the public)

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|---|--|--|---|--|---------------------------|
| 1. Create a VP of Diversity Equity and Inclusion Board Position | Assess costs | President | Board Position created and included in the Bylaws. | Board vote in Fall 2022 | |
| | Pass through Board motion | MSHA Executive Board | | Bylaw revision Ballot in February 2023 | |
| | Bylaw Revision | | | | |
| | Recruit VP nominees | | | | |
| | Hold Vote | | | | |
| 2. Recruit students from culturally and linguistically diverse backgrounds | Host forums for university programs to discuss recruitment of diverse groups of high school students | VP Professional and Public Relations; Graduate Student Board Member | Virtual (telecommunications) forums are held among university liaisons each year to encourage diverse groups of high school students to pursue audiology and speech-language pathology degrees. | Timeframe Undetermined | |
| | Use DESE data on school population underrepresented minority groups | | | | |
| | Encourage members to speak to diverse groups of H.S./Middle school students interested in health care and educational fields to pursue CSD professions | | | | |
| 3. Support students and early practitioners from diverse groups to increase retention | Expand mentorship and provide greater opportunity through: <ul style="list-style-type: none"> host NBASLH | VP Clinical Services through Multicultural Interest Group; MSLP Facilitator; | Increased mentorship and scholarship opportunities to support students and early practitioners | Fall 2023 | |



| | | | | | |
|---|--|---|---|--------------------------|--|
| | <ul style="list-style-type: none"> • student chapter, expand MSHA Minority Student Leadership • Expand MSHA Mentoring Young Professionals • Increased NSSLHA, convention scholarships • Develop academic scholarship | Past President as ex officio member of MSH-Foundation | | | |
| 4. Increase the diversity of MSHA's board and networks | <p>Intentionally recruit a diverse group of professionals</p> <p>Consider pipeline of leadership (committee chair to VP DEI)</p> | Past-president through Nominations Committee | Increased diversity of membership in MSHA leadership positions | Fall 2022 | |
| 5. Increase the accessibility of services and benefits to MSHA members | <p>To be more accessible to diverse groups</p> <p>Assess MSHA's operating costs</p> <p>Reassess convention locations and CEU delivery</p> | <p>President, MSHA Board, Past President liaison to CPT</p> <p>Convention Planning Team</p> | Convention and CEU offerings are inclusive to the needs of diverse groups | 2023 (pre next contract) | |



III. Focus: Diversity/Equity/Inclusion

E. Strategic Objective: MSHA will develop a structure of collaboration among service providers (e.g. social workers, medical doctors, classroom teachers, principals, administrators) to address health care/educational disparities in our service provision among underrepresented groups

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|---|---|---|---|---------------------|---------------------------|
| 1. Address health care/ educational disparities | <p>Promote/create continuing education (CE) opportunities that focus on disparity such as:</p> <ul style="list-style-type: none"> US Dept of HHS “Think Cultural Health” [link]); <p>Increase awareness of lack of cultural treatment supplies</p> | <p>VP for School Services through Fall Conference Committee;</p> <p>VP for Audiology/ VP for Clinical Services through Multicultural Interest Group</p> <p>Convention Planning Team</p> | <p>MSHA disseminates/hosts a yearly forum to address healthcare/educational disparities with other professions</p> | Spring 2023 | |
| 2. Promote Interprofessional Education to address disparity | <p>Invite experts on interprofessional education (IPE) and cultural diversity (e.g. ASHA SIG 2, Offices of Diversity and Inclusion at universities) to speak at MSHA conventions and webinars each year</p> | <p>President-Elect as liaison to the CPT; CPT</p> | <p>The MSHA Convention schedule includes at least one session on interprofessional education and cultural diversity</p> | Convention 2023 | |
| 3. Increase knowledge around equitable | <p>Enable student researchers to conduct</p> | <p>President, Past President as ex-officio to MSH-Foundation</p> | <p>MSHA highlights/facilitates research dissemination</p> | Conference 2024 | |



| | | | | | |
|---|--|---|--|-----------------|--|
| service delivery across professions | collaborative research regarding equitable service delivery models | | on equitable service delivery | | |
| 4. Increase CLD sensitivity awareness in the educational setting to recruit/retain diverse students | Create badging for student groups and faculty from MO Universities who complete CLD sensitivity training | VP Professional and Public Relations; Graduate Student Board Member | MSHA Membership seeks and earns CLD sensitivity training | Convention 2024 | |



III. Focus: Diversity/Equity/Inclusion

F. Strategic Objective: MSHA will commit to doing the long-term, hard work necessary to become a more inclusive and representative profession

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|--|---|---|--|---------------------|---------------------------|
| 1. Create DEI Task Force | Form DEI Competence Task Force to address these strategic planning goals yearly Set quarterly meetings | President; VP DEI | MSHA President assigns a yearly Task Force to pursue CLDEI goals | Aug 2021 | |
| 2. Increase focus on DEI in strategic planning | Require headings within each MSHA Strategic Plan to include multicultural interest, diversity, and inclusion goals and action items | President | MSHA Strategic Plan includes goals for CLDEI | Aug 2021 | |
| 3. Formalize CLDEI into MSHA procedures | Assign duties in the MSHA P&P for the Executive Board and Conference Planning Team to host multicultural CEUs and initiatives each year | President | MSHA P&P Manual includes CLDEI roles and responsibilities MSHA CPT Manual includes CLDEI roles and responsibilities | Fall 2022 | |
| 4. Financially commit to supporting MSHA's DEI initiatives, recruitment, and retention | Budget DEI initiatives Increase support of scholarship/mentorship opportunities focused on educating future professionals from underrepresented groups Support providing services to all cultures | President through spend down funds; Past President as ex-officio member of the MSHFoundation ASHA Grants | MSH-Foundation partnership expands CLDEI initiatives and opportunities | Convention 2024 | |



| | | | | | |
|--|--|---|--|--------------------|--|
| <p>5. Commit to reducing barriers to speech-language pathology and audiology professions</p> | <p>assess the needs and barriers of underprivileged groups to participate in our professions:</p> <ul style="list-style-type: none"> • entry into the field, service delivery, • equitable service provision | <p>MSHA Board, Multicultural Interest Group</p> | <p>Tri-annual (every 3 years) review of current state of DEI within MSHA</p> | <p>Spring 2024</p> | |
|--|--|---|--|--------------------|--|



IV. Strategic Objectives and Organization Goals: Marketing

IV. Focus: Marketing

A. Strategic Objective: MSHA will increase its social media presence.

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|--|--|---|--|---------------------|---------------------------|
| 1. Create content calendar | Develop a calendar of regular post to social media | Graduate Student Board Member VP for Communication | Creation of calendar | January 2023 | |
| 2. Create a MSHA LinkedIn | Set up MSHA LinkedIn Account Market to appropriate organizations and professionals | VP for Communication Graduate Student Board Member | Creation of LinkedIn | January 2023 | |
| 3. Create a MSHA Pinterest | Set up MSHA Pinterest Account Market to appropriate organizations and professionals | VP for Communication Graduate Student Board Member | Creation of Pinterest | January 2023 | |
| 4. Generate a video tutorial for creating social media content | Create a video for Facebook, Instagram, Twitter, LinkedIn, and Pinterest | VP for Communication VP for Professional and Public Relations Graduate Student Board Member | Posting of tutorial | March 2023 | |
| 5. Initiate a podcast | Determine content for podcast Create podcast | -VP of Communication -Graduate Student Board Member -Volunteers | -25 member listeners and 10 non-member listeners -Completed 10 podcast series | January 2024 | |



IV. Focus: Marketing

B. Strategic Objective: MSHA will create opportunities for networking through socials, regional groups, journal clubs and discussion boards

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|---|---|--|--|---------------------|---------------------------|
| 1. Social Hour follow up after CE opportunities | Promote social hours after CE opportunities | VP for Professional and Public Relations VP for School Services | 10% of attendees stay for social hour | Fall 2022 | |
| 2. Partner with other state associations | Active participation in Council for Speech-Language-Hearing Association Presidents | President President-Elect Past President | At least one MSHA representative attend 100% of fall and spring conventions and ASHA leadership forums | On going | |
| 3. Regrouping Regional Groups | Explore in-person meeting locations Determine regional group leaders Determine dates for meeting | VP of Professional and Public Relations | Completion of 1 meeting in each region | 2023 | |
| 4. Creating topic specific journal clubs | Possible remote meeting through social media (potentially pinterest boards) | VP for Professional and Public Relations | Completion of 1 journal club | 2023 | |
| 5. Create online discussion forums | Determine the best forum platform Missouri School-Based SLP group Promote discussion forums on social media | VP for Professional and Public Relations VP for Communication VP for School Services | 2 discussion Groups created | June 2023 | |



IV. Focus: Marketing

C. Strategic: MSHA will promote the speech-language language pathology and audiology professions

| Goal | Action | Responsibility | Measure of Success | Expected Completion | Goal Status (Met/Not Met) |
|--|---|--|--|---------------------|---------------------------|
| 1. Gather materials for an Advocacy Skills Toolbox to provide marketing resources for membership | <p>Provide tips to create an elevator speech of what we do and include a video tutorial and examples</p> <p>Provide tips for renegotiating contracts, salaries, and stipends</p> <p>Provide tips of how to advocate for yourself as a professional and the skills you have (ASHA scope of practice materials)</p> <p>Provide and post tips for creating a resume</p> <p>Create a student-focused webinar series regarding the toolbox</p> | <p>VP for Professional and Public Relations</p> <p>Designated VPs</p> | Complete of the toolbox | 2023 | |
| 2. Utilize our MSHA Ambassador to advocate for the profession | Determine activities the Ambassador can do to promote the profession | <p>VP for Professional and Public Relations</p> <p>President</p> | 1 activity completed with the Ambassador | June 2023 | |
| 3. Implement Interprofessional collaboration | -Physicians, referral sources, special education administrators, hearing aid manufacturers and dispensers, OT, PT, Physician Assistants, ABA, nursing, | <p>VP for Professional and Public Relations</p> <p>Executive Board</p> | 1 collaboration event | 2024 | |



| | | | | | |
|---|---|---|----------------------|------|--|
| | psychology, ENTs, SNFs, | | | | |
| 4. Generate public service announcements | <p>Generate content that MSHA members can post on their personal social media pages regarding the profession and what it is we do</p> <p>-Recycle ASHA's PSAs -Create a PSA promoting MSHA for undergraduate professors to share with their introductory level courses that highlights what MSHA has to offer to students (especially what MSHA has to offer other than convention)</p> | <p>VP for Communication</p> <p>Graduate Board Members</p> | Development of 1 PSA | 2024 | |



MSHA Strategic Goal Duties by Office/Position

| Office/Position | Licensure and Legislative Issues | Continuing Education | Diversity, Equity, and Inclusion | Marketing |
|--|----------------------------------|-------------------------|---|--|
| President | A-1, A-3, C-2, C-4 | | C-1, C-2, D-1, D-5, E-3, F-1, F-2, F-3, F-4 | B-2, C-2 |
| President-Elect | A-1, A-3, C-2 | | C-1, E-2 | B-2 |
| Past President | A-1, A-3, C-2 | | C-1, D-3, D-4, F-4, D-5 | B-2 |
| Vice President for Communication | B-1, C-4 | B-1 | C-3, E-3 | A-1, A-2, A-3, A-4, A-5, B-5, C-4 |
| Vice President for Legislative Affairs | C-1, C-4 | B-1 | B-2 | |
| Vice President for Audiology | C-4 | B-1 | A-1, A-2, A-3, B-1, B-3, E-1 | |
| Vice President for School Services | A-1, A-2, A-3, A-4, B-1, C-4 | B-1 | B-4, E-1 | B-1, B-5 |
| Vice President for Clinical Services | C-4 | B-1 | A-1, A-2, A-3, B-1, B-3, C-3, D-3, E-1 | |
| Vice President for Professional and Public Relations | C-4 | B-1 | A-1, A-2, A-4, B-1, B-3, C-3, D-2, E-4 | A-4, B-1, B-3, B-4, B-5, C-1, C-2, C-3 |
| Graduate Student Member | C-4 | | D-2, E-4 | A-1, A-2, A-3, A-4, A-5, C-4 |
| Convention Planning Team/Chair | B-1 | A-1, A-2, B-2, B-3, C-1 | C-1, C-2, D-5, F-1, E-2 | |
| Lobbyist | C-2, C-4 | | B-2 | |
| ASHA Representative | C-2, C-4 | | | |
| MSHA Central Office | | B-4, B-5 | A-3, A-4 | |
| Executive Board Member To Be Assigned | C-3 | A-1, A-2, B-4, B-5 | D-1, D-5, F-5 | C-3 |



SUMMARY: STRATEGIC OBJECTIVES
Evaluation of Progress: 2022

Tally goals met for each strategic objective.

| I. Focus: Licensure and Legislative Issues | March/April 2022 | June/July 2022 | Sept/Oct 2022 | Dec/Jan 2022/23 |
|---|-----------------------------|---------------------------|--------------------------|----------------------------|
| A. MSHA will increase member education on issues related to DESE certification. | /4 | /4 | /4 | /4 |
| B. MSHA will increase member education on professional self advocacy. | /1 | /1 | /1 | /1 |
| C. MSHA will increase state level advocacy for all areas of the profession. | /4 | /4 | /4 | /4 |
| TOTAL GOALS MET | /9 | /9 | /9 | /9 |

| II. Focus: Continuing Education | March/April 2022 | June/July 2022 | Sept/Oct 2022 | Dec/Jan 2022/23 |
|--|-----------------------------|---------------------------|--------------------------|----------------------------|
| A. MSHA will increase value-added free CEU offerings to bolster membership benefits and to help members meet certification/licensure requirements. | /2 | /2 | /2 | /2 |
| B. MSHA will expand the use of low-cost and diverse virtual educational offerings. | /5 | /5 | /5 | /5 |
| C. MSHA will provide MSHA members with enhanced quality of CEU offerings by offering more intermediate and advanced level courses. | /1 | /1 | /1 | /1 |
| TOTAL GOALS MET | /8 | /8 | /8 | /8 |



| III. Focus: Diversity, Equity, and Inclusion | March/April 2022 | June/July 2022 | Sept/Oct 2022 | Dec/Jan 2022/23 |
|---|---------------------|-------------------|------------------|--------------------|
| A. MSHA will recognize and bolster MSHA members who specialize in cultural and linguistic diversity, equity, and inclusion (CLDEI). | /4 | /4 | /4 | /4 |
| B. MSHA will increase awareness and access to our services among diverse populations and key stakeholders. | /4 | /4 | /4 | /4 |
| C. MSHA will provide yearly access to informational resources and CEU topics on cultural and linguistic diversity, equity, and inclusion. | /3 | /3 | /3 | /3 |
| D. MSHA will increase the recruitment and retention of MSHA membership from minority groups by developing more visible pipelines of opportunity and collaboration with stakeholders (e.g. universities, clinics, schools, individual professionals, students and the public). | /5 | /5 | /5 | /5 |
| E. MSHA will develop a structure of collaboration among service providers (e.g. social workers, medical doctors, classroom teachers, principals, administrators) to address health care/educational disparities in our service provision among underrepresented groups. | /4 | /4 | /4 | /4 |
| F. MSHA will commit to doing the long-term, hard work necessary to become a more inclusive and representative profession. | /5 | /5 | /5 | /5 |
| TOTAL GOALS MET | /25 | /25 | /25 | /25 |

| IV. Focus: Marketing | March/April 2022 | June/July 2022 | Sept/Oct 2022 | Dec/Jan 2022/23 |
|---|---------------------|-------------------|------------------|--------------------|
| A. MSHA will increase its social media presence. | /5 | /5 | /5 | /5 |
| B. MSHA will create opportunities for networking through socials, regional groups, journal clubs and discussion boards. | /5 | /5 | /5 | /5 |
| C. MSHA will promote the speech-language pathology and audiology professions. | /4 | /4 | /4 | /4 |
| TOTAL GOALS MET | /14 | /14 | /14 | /14 |



SUMMARY: STRATEGIC OBJECTIVES
Evaluation of Progress: 2023

Tally goals for each strategic objective.

| I. Focus: Licensure and Legislative Issues | March/April 2023 | June/July 2023 | Sept/Oct 2023 | Dec/Jan 2023/24 |
|---|-----------------------------|---------------------------|--------------------------|----------------------------|
| A. MSHA will increase member education on issues related to DESE certification. | /4 | /4 | /4 | /4 |
| B. MSHA will increase member education on professional self advocacy. | /1 | /1 | /1 | /1 |
| C. MSHA will increase state level advocacy for all areas of the profession. | /4 | /4 | /4 | /4 |
| TOTAL GOALS MET | /9 | /9 | /9 | /9 |

| II. Focus: Continuing Education | March/April 2023 | June/July 2023 | Sept/Oct 2023 | Dec/Jan 2023/24 |
|--|-----------------------------|---------------------------|--------------------------|----------------------------|
| A. MSHA will increase value-added free CEU offerings to bolster membership benefits and to help members meet certification/licensure requirements. | /2 | /2 | /2 | /2 |
| B. MSHA will expand the use of low-cost and diverse virtual educational offerings. | /5 | /5 | /5 | /5 |
| C. MSHA will provide MSHA members with enhanced quality of CEU offerings by offering more intermediate and advanced level courses. | /1 | /1 | /1 | /1 |
| TOTAL GOALS MET | /8 | /8 | /8 | /8 |



| III. Focus: Diversity, Equity, and Inclusion | March/April 2023 | June/July 2023 | Sept/Oct 2023 | Dec/Jan 2023/24 |
|---|---------------------|-------------------|------------------|--------------------|
| A. MSHA will recognize and bolster MSHA members who specialize in cultural and linguistic diversity, equity, and inclusion (CLDEI). | /4 | /4 | /4 | /4 |
| B. MSHA will increase awareness and access to our services among diverse populations and key stakeholders. | /4 | /4 | /4 | /4 |
| C. MSHA will provide yearly access to informational resources and CEU topics on cultural and linguistic diversity, equity, and inclusion. | /3 | /3 | /3 | /3 |
| D. MSHA will increase the recruitment and retention of MSHA membership from minority groups by developing more visible pipelines of opportunity and collaboration with stakeholders (e.g. universities, clinics, schools, individual professionals, students and the public). | /5 | /5 | /5 | /5 |
| E. MSHA will develop a structure of collaboration among service providers (e.g. social workers, medical doctors, classroom teachers, principals, administrators) to address health care/educational disparities in our service provision among underrepresented groups. | /4 | /4 | /4 | /4 |
| F. MSHA will commit to doing the long-term, hard work necessary to become a more inclusive and representative profession. | /5 | /5 | /5 | /5 |
| TOTAL GOALS MET | /25 | /25 | /25 | /25 |

| IV. Focus: Marketing | March/April 2022 | June/July 2022 | Sept/Oct 2022 | Dec/Jan 2022/23 |
|---|---------------------|-------------------|------------------|--------------------|
| A. MSHA will increase its social media presence. | /5 | /5 | /5 | /5 |
| B. MSHA will create opportunities for networking through socials, regional groups, journal clubs and discussion boards. | /5 | /5 | /5 | /5 |
| C. MSHA will promote the speech-language pathology and audiology professions. | /4 | /4 | /4 | /4 |
| TOTAL GOALS MET | /14 | /14 | /14 | /14 |



SUMMARY: STRATEGIC OBJECTIVES
Evaluation of Progress: 2024

Tally goals for each strategic objective.

| I. Focus: Licensure and Legislative Issues | March/April 2024 | June/July 2024 | Sept/Oct 2024 | Dec/Jan 2024/25 |
|---|-----------------------------|---------------------------|--------------------------|----------------------------|
| A. MSHA will increase member education on issues related to DESE certification. | /4 | /4 | /4 | /4 |
| B. MSHA will increase member education on professional self advocacy. | /1 | /1 | /1 | /1 |
| C. MSHA will increase state level advocacy for all areas of the profession. | /4 | /4 | /4 | /4 |
| TOTAL GOALS MET | /9 | /9 | /9 | /9 |

| II. Focus: Continuing Education | March/April 2024 | June/July 2024 | Sept/Oct 2024 | Dec/Jan 2024/25 |
|--|-----------------------------|---------------------------|--------------------------|----------------------------|
| A. MSHA will increase value-added free CEU offerings to bolster membership benefits and to help members meet certification/licensure requirements. | /2 | /2 | /2 | /2 |
| B. MSHA will expand the use of low-cost and diverse virtual educational offerings. | /5 | /5 | /5 | /5 |
| C. MSHA will provide MSHA members with enhanced quality of CEU offerings by offering more intermediate and advanced level courses. | /1 | /1 | /1 | /1 |
| TOTAL GOALS MET | /8 | /8 | /8 | /8 |



| III. Focus: Diversity, Equity, and Inclusion | March/April 2024 | June/July 2024 | Sept/Oct 2024 | Dec/Jan 2024/25 |
|---|---------------------|-------------------|------------------|--------------------|
| A. MSHA will recognize and bolster MSHA members who specialize in cultural and linguistic diversity, equity, and inclusion (CLDEI). | /4 | /4 | /4 | /4 |
| B. MSHA will increase awareness and access to our services among diverse populations and key stakeholders. | /4 | /4 | /4 | /4 |
| C. MSHA will provide yearly access to informational resources and CEU topics on cultural and linguistic diversity, equity, and inclusion. | /3 | /3 | /3 | /3 |
| D. MSHA will increase the recruitment and retention of MSHA membership from minority groups by developing more visible pipelines of opportunity and collaboration with stakeholders (e.g. universities, clinics, schools, individual professionals, students and the public). | /5 | /5 | /5 | /5 |
| E. MSHA will develop a structure of collaboration among service providers (e.g. social workers, medical doctors, classroom teachers, principals, administrators) to address health care/educational disparities in our service provision among underrepresented groups. | /4 | /4 | /4 | /4 |
| F. MSHA will commit to doing the long-term, hard work necessary to become a more inclusive and representative profession. | /5 | /5 | /5 | /5 |
| TOTAL GOALS MET | /25 | /25 | /25 | /25 |

| IV. Focus: Marketing | March/April 2024 | June/July 2024 | Sept/Oct 2024 | Dec/Jan 2024/25 |
|---|---------------------|-------------------|------------------|--------------------|
| A. MSHA will increase its social media presence. | /5 | /5 | /5 | /5 |
| B. MSHA will create opportunities for networking through socials, regional groups, journal clubs and discussion boards. | /5 | /5 | /5 | /5 |
| C. MSHA will promote the speech-language pathology and audiology professions. | /4 | /4 | /4 | /4 |
| TOTAL GOALS MET | /14 | /14 | /14 | /14 |



Appendix: Notes and Evaluation Tools



Legislative Notes/Discussion

Continuing to use legislative day (talking points, meeting with legislators); finding members with personal connections or relevant stories to legislators; Legislative Day Webinar for CEUs continuing to promote participation; Medicare/ Medicaid coverages (dysphagia codes, hearing aid coverage, AAC coverage, etc); Teletherapy regulations, SLP-A & Audiology assistant regulations; Insurance coding/scope of practice (orofacial myology, etc)

COVERAGE FOR TREATMENT OF DYSPHAGIA (CPT 92526) Effective May 3, 2021, the MO HealthNet Division will cover enrolled speech and language pathologists (SLPs), physicians, and qualified non-physician practitioners (NPP) to provide treatment of dysphagia in an office setting as well as an outpatient setting. The Current Procedure Terminology (CPT) defines code 92526 as "treatment of swallowing dysfunction and/or oral function for feeding". **REQUIREMENTS AND LIMITATIONS** Services performed under CPT code 92526 are limited to one (1) service unit per day. The participant must be eligible for MO HealthNet coverage for each date of service in order for reimbursement to be made to the provider. **APPLICABILITY** Managed Care enrolled providers should contact their Managed Care Organization for questions regarding treatment of dysphagia billing and reimbursement

Licensure across state lines; CFY language in state regs; teletherapy regulations; implications of billing in specific work settings, etc.

Provide membership for talking points regarding stipend payments or other funding sources (ie CEU requirements for CCC, NBC equivalent)

a) PSRS / PEERS - educating membership about the changes/why it happened; education about the history/process of the changes; b) Speech Sound Disorder qualifications / concerns about intervention services versus IEPS -

Legislative Issues -Caseloads

- Advocacy for caseload caps for schools.
- Advocating for the school slp's as many still have excessive caseloads and districts won't change until DESE mandates some better guidelines
- I wish school-based SLPs had more support statewide in our school districts. Intervention groups do not count as part of our caseloads.
- advocating for SLP's with eligibility guidelines and staffing
- Also, we need to advocate better for our school-based SLPs in regards to caseload, eligibility criteria, and paperwork.
- Also, we need DESE to determine caseload #s by something other than "head count". For example, in ECSE, the caseload requirement is 35. Having 35 students with autism, AAC, high minutes (e.g., 180 min./week) etc. is VERY different than having 35 students with basic articulation/language needs - at 60 min./week -- but they all count the same. The severity of our students is increasing consistently - yet the requirement remains unchanged. It's hard to be able to do our job well, and that is not good for kids.
- Salary, caseload size
- advocacy for workload vs. caseload
- Decreasing caseloads to improve therapeutic outcomes.
- supporting slp's in the schools re: their caseload sizes, expectations for services, and burnout

Legislative Issues - Salary Increases in the School

- It would be nice to have more say in negotiations with salary, explanation of the credentials for being an SLP and a legal person to assist with negotiations with the school administrators. Someone like an NEA representative. I understand that ASHA is our union, however, it is very hands off and the NEA seems to be very hands on.
- Advocating for increased school based salary raises
- Salaries
- Advocacy for SLPs related to salary advancement related to highly competitive, professional wages. Current events, such as the pandemic, have proven that SLPs are forward-facing health care workers and critical, essential workers. Our work responsibilities have proven that in-person, client facing interactions are essential to the profession. SLPs in the state of Missouri should be compensated with highly competitive, professional wages.
- Increased salary in school settings
- Advocating for equality on the pay scale within school systems. SLPs are paid well below Occupational and Physical Therapists within the school setting.



- We need to advocate for bigger salaries in the schools and overall Special Education paperwork needs to decrease!
- Increased salary in the schools would be nice.
- Retention of SLPs in the schools.
- Advocacy for SLPs related to salary advancement related to highly competitive, professional wages

Legislative Issues - General Advocacy

- More opportunities to advocate politically
- State level advocacy
- Policy at the state and national level
- advocating for issues at the government level.
- continue advocacy at state level

Legislative Issues - Practice Advocacy

- The field of Orofacial Myology and Myofunctional Therapy understanding and clinical practice techniques
- Teletherapy
- Legislation regarding tele-practice regulations, more information on speech-language pathology assistants and audiology assistants

Continuing Education

Recommendations for future about Board members: Adding VP for Continuing Education and/or VP for Programming.

Continuing Education - Free/Affordable CEs

- Free, online professional development sessions. Evidence-base practice resource (i.e. portal) and access to research sources.
- Free CEUs
- I wish there were some included pd with our funds. Maybe some short one hour virtual sessions. (see note for supervision and ethics)
- Affordable continuing education.

Continuing Education - Virtual Learning

- The option to do virtual learning annually for the state convention. This option allows individuals with a disability to access to the same learning opportunities as ones able to attend in person.
- continue the continuing ed opportunities (more webinars might be convenient), and More ceu opportunities
- I think having MSHA Convention recordings and workshop recordings available throughout the year are important. MSHA is competing with ASHA's Learning Pass, Speech Pathology.com and other online CEU websites.
- More online continuing education programs throughout the year
- Bringing back a sense of community by having the MSHA convention in person while also being flexible for those who cannot come by having it virtual as well.
- continuing education, virtual meetings/ conferences so more people can join or join for portions when you cannot leave work for entire convention
- MSHA Virtual Academy???
- offering short 1-2 hour courses offered virtually through the year--maybe one virtual course per quarter, each VP plans one virtual course a year on a specific topic important to membership.
- text based continuing education course
- early bird (early morning, AM podcasts, stress topics, yoga therapy? personal professional development, self care) virtual courses during convention--trial period
- night cap (late night, PJs) virtual courses during convention--trial period



- Virtual learning ideas
- Quality professional development at affordable rates provided asynchronous via virtual.

Continuing Education - Quality of Learning

- Providing high quality, current continuing education
- Relevant, quality professional development activities including convention and Fall confer
- Quality continuing education events

Continuing Education - Specific Topics

- Continuing education Understanding ethical responsibilities inherent in licensure
- Effective Documentation in all settings that are time efficient and pass Medicare insurance and educational muster.
- providing a way to get CEUs and supporting the professions at the state and federal level
- Continuing education opportunities that meet ASHA requirements and state licensure requirements in order to maintain certifications.--Supervision and Ethics--having something on website available (Virtual)--one course free with dues??--members get information about how to access virtual courses when they renew---to Marketing---a welcome letter at renewal letting members know what CE benefits are available.
- Getting back to in-person trainings and convention. Really miss the convention ;-)
- I've always really enjoyed the professional development. But I really like the professional development that is new and out of the ordinary. Maybe get Michelle Garcia Winner at MSHA? I work with only Autism Middle School age kids.
- I would like to see more in the area of voice therapy methods, particularly in the area of rehab after an intubation which resulted in granuloma, and other damage to the vocal folds. Also rehab for voice after removal of polyps and nodules.

Marketing Notes:

- Determine need for social media consultant and/or designated Board Member

