

OPHA OPERATIONAL PLAN

Updated as of 12/2/2015

OPHA Mission: To be an inclusive voice for public health and to enable the optimal health for all Ohioans.

Priority #1: Membership

Our members are at the center of our organization. All members, including retirees, are actively engaged in the work of OPHA. We capitalize on the experience and wisdom our board members – past and present. Membership options are expanded beyond individuals to include organizations and groups. We engage public health and other clinical/health science students in our work. Our members “see” and “experience” the benefit of belonging to OPHA.

Goal Statement: OPHA membership and engagement are increased.

Key Measure: Increase engaged membership by 5% over baseline

Strategy #1.1: Expand and engage general membership

| Objectives | Measure | Start | Expected Complete Date | End | Status | Owner/Lead | Action Steps/Notes |
|--|--|-----------------------------|-------------------------------|------------|---------------|----------------------|--|
| Objective 1.1.1: Reconvene Membership Committee to actively recruit and engage membership. | Regular meeting schedule established; meeting updates at GC meetings | Jan. 2016 | on-going | | | Membership Committee | <ul style="list-style-type: none"> • Set calendar of meetings • Develop scope of work including annual member engagement survey • Regular reports to GC • Recruit new committee members |
| Objective 1.1.2: Explore feasibility of conducting an all-member meeting in next two years. | Results from member engagement survey | TBD by Membership Committee | TBD by Membership Committee | | | Membership Committee | <ul style="list-style-type: none"> • Include as part of scope of work under Objective 1.1.1 |
| Objective 1.1.3: Implement new member recruitment plan. | Membership recruitment plan approved by GC | TBD by Membership Committee | TBD by Membership Committee | | | Membership Committee | <ul style="list-style-type: none"> • Include developing recruitment plan under scope of work (Objective 1.1.1) • Identify priority groups • Expand membership options (LHD organizational membership, academic membership, etc.) |
| Objective 1.1.4: Compile and share list of activities/tasks in which OPHA members can be engaged. | List of activities/tasks | TBD by Membership Committee | TBD by Membership Committee | | | Membership Committee | <ul style="list-style-type: none"> • Activities/tasks can range from one-time to ongoing • Include time commitments for each activity/task |

OPHA OPERATIONAL PLAN

Updated as of 12/2/2015

Strategy #1.2: Increase academic and student engagement

| Objectives | Measure | Start | Expected Complete Date | End | Status | Owner/Lead | Action Steps/Notes |
|---|---|-----------|---|-----|--------|--------------------------|--|
| Objective 1.2.1: Form a Student Section. | Student section in place | Jan. 2016 | TBD by Academic Section Chair and student workgroup | | | Academic Section Chair | <ul style="list-style-type: none"> Academic Section Chair to work with student(s) to develop workgroup to form Student Section Student Section operating guidelines established and approved by GC Student Section chair elected |
| Objective 1.2.2: Meet with academic public health programs/existing public health student groups to explore projects of mutual interest. | Meetings held; list of project opportunities identified | Jan. 2016 | TBD by established Owner/Lead | | | Interim-Rosemary Chaudry | <ul style="list-style-type: none"> Identify established Owner/Lead Establish mutual OPHA/academic workgroup Identify academic representative at PH, nursing, medical, dental, pharmacy, vision, public administration, and other academic entities, and OPHA chiropractic section Create list of project opportunities |

Strategy #1.3: Engage past presidents, GC members, and retirees

| Objectives | Measure | Start | Target Complete Date | End | Status | Owner/Lead | Action Steps/Notes |
|---|-------------------------|-----------|----------------------|-----|--------|--------------------------------|---|
| Objective 1.3.1: Form past-presidents group. | Group formed and active | Jan. 2016 | TBD by Dom and Nancy | | | Dom Frissora and Nancy Shapiro | <ul style="list-style-type: none"> Identify and contact past presidents Host a reunion of past presidents Verify past presidents' OPHA membership status and engage past president non-members |

OPHA OPERATIONAL PLAN

Updated as of 12/2/2015

Strategic Priority #2: Infrastructure & Operations

The mission of OPHA drives our work – it is front and center in all we do. We have an active operational plan that outlines both short and long term strategies. We have the infrastructure and staffing resources necessary to support our ongoing operations. We communicate regularly with our membership through in-person events as well as electronic and social media applications. Up-to-date policies, procedures, and member orientation provide guidance to OPHA leadership and members.

Goal Statement: Infrastructure to support ongoing operations is enhanced

Key Measure: Sound infrastructure exists to support the ongoing operations of the association.

Strategy #2.1: Expand marketing and communications

| Objectives | Measure | Start | Target Complete Date | End | Status | Owner/Lead | Action Steps/Notes |
|---|-----------------|-----------|---|-----|--------|--|---|
| Objective 2.1.1: Create a communications and marketing plan. | Approved plan | Jan. 2016 | TBD by Communications and marketing workgroup | | | Identified Communications and Marketing Lead | <ul style="list-style-type: none"> • Identify communications and marketing lead • Establish communications and marketing workgroup. • Evaluate current communications and marketing methods (e.g. This Week's News, website, social media usage) • Define and communicate member benefits • Integrate mission statement into all OPHA materials (e.g. letterhead, board agendas, sections) • Explore additional technology options for communications and marketing |
| Objective 2.1.2: Redesign OPHA website. | Website updated | Jan. 2016 | TBD by Communications and Marketing Lead | | | Identified Communications and Marketing Lead | <ul style="list-style-type: none"> • Look into Wild Apricot • Consider using contractor or student intern |

OPHA OPERATIONAL PLAN

Updated as of 12/2/2015

Strategy #2.2: Ensure required OPHA documents are current and up-to-date

| Objectives | Measure | Start | Expected Complete Date | End | Status | Owner/Lead | Action Steps/Notes |
|--|---|--------------|--|------------|---------------|----------------------|---|
| Objective 2.2.1: Review OPHA mission, vision, and values and update if necessary. | Mission, vision, and values reviewed and approved | Jan. 2016 | TBD by GC | | | GC/Past president | • Consider HEiAP as component of mission, vision, and values |
| Objective 2.2.2: Review and update policy and procedure manual. | Approved policy and procedure manual | Jan. 2016 | March, 2016 | | | Lois and Courtney | • Assign to past president for annual updates. |
| Objective 2.2.3: Review and update GC orientation materials. | Current GC orientation materials | Jan. 2016 | 1-Jun-16 | | | Lois | • Orientation materials include appropriate files on jump drive |
| Objective 2.2.4 Review and update the OPHA operational plan. | Approved operational plan | Jan. 2016 | Annually in December | | | Past president | • Past president reports progress on action steps to GC • Detailed review and update of plan at November Executive Board meeting • Summary review and approval of plan at December GC meeting |
| Objective 2.2.5: Develop orientation materials for general membership. | Orientation materials provided to new members | Jan. 2016 | TBD by OPHA program assistant and Membership Committee | | | Membership Committee | • Review bi-annually |

OPHA OPERATIONAL PLAN

Updated as of 12/2/2015

Strategy #2.3: Ensure performance and accountability of association, staff, sections, and committees.

| Objectives | Measure | Start | Expected Complete Date | End | Status | Owner/Lead | Action Steps/Notes |
|---|---------------------------------------|--------------|---------------------------------|------------|---------------|---|--|
| Objective 2.3.1: Each section and committee will identify up to three activities that support the OPHA Operational Plan and/or policy priorities | Inclusion in bi-monthly reports to GC | Jan. 2016 | ongoing | | | Section and committee chairs | <ul style="list-style-type: none"> • EB notifies section and committee chairs of objective via in-person meeting February 2016 • Section and committee chairs notify their membership of objective |
| Objective 2.3.2: Conduct performance evaluations for OPHA staff | Current evaluations on file | Jan. 2016 | January and annually thereafter | | | President and past-president; Executive Director | <ul style="list-style-type: none"> • Review evaluation tool • Executive Director completes self-assessment • Conduct evaluation • President and past-president complete evaluation • Executive Director conducts evaluation for program assistant (PA) including PA self-assessment |
| Objective 2.3.3: Conduct study to determine need/approach for increased hours and hourly rate for OPHA staff positions | Results of study | Jan. 2016 | Dec. 2016 | | | EB and Finance Committee | <ul style="list-style-type: none"> • Finance Committee develops process for and conducts study • Finance Committee reports progress and findings to EB |

OPHA OPERATIONAL PLAN

Updated as of 12/2/2015

Strategic Priority #3: Funding

OPHA has the necessary funding to support both sustainability and growth. Additional funding supports current operations, implementation of the operational plan, increased diversity in programming and expanded member services. Our funding sources are diversified and include membership dues, donations, grants, and Professional Service Projects. We maintain a savings/rainy day fund, and look for ways to make donations more sustainable in the long term.

Goal Statement: OPHA financial resources are adequate to meet budgetary requirements

Key Measure: Maintain a balanced budget and 6-month cash reserve.

Strategy #3.1: Establish infrastructure to support financial growth (Supports Priority 2: Infrastructure & Operations)

| Objectives | Measure | Start | Expected Complete Date | End | Status | Owner/Lead | Action Steps/Notes |
|--|--|-----------|------------------------|-----|--------|----------------------------------|---|
| Objective 3.1.1: Reconvene Finance Committee to address fiscal sustainability and growth. | Regular meeting schedule established; meeting updates at GC meetings | Jan. 2016 | ongoing | | | Treasurer | <ul style="list-style-type: none"> • Set calendar of meetings • Develop scope of work • Regular reports to GC • Recruit new committee members |
| Objective 3.1.2: Establish policies and procedures to guide the use of funds. | Policies and procedures reviewed and updated | Jan. 2016 | ongoing | | | Finance Committee | <ul style="list-style-type: none"> • Finance Committee to address |
| Objective 3.1.3: Explore establishing a process for identifying, selecting, and pursuing grant opportunities. (Supports Strategy 3.2: Diversity Funding) | Recommendations related to establishing a process for identifying, selecting, and pursuing grant opportunities | Jan. 2016 | 1-Jun-16 | | | President and Executive Director | <ul style="list-style-type: none"> • Establish criteria for selecting grants • Present to EB for approval |
| Objective 3.1.4: Explore establishing endowment fund to maximize donations. | Recommendations related to establishing endowment fund | Jan. 2017 | TBD | | | Finance Committee | TBD |

OPHA OPERATIONAL PLAN

Updated as of 12/2/2015

Strategy #3.2: Diversify funding sources

| Objectives | Measure | Start | Target Complete Date | End | Status | Owner/Lead | Action Steps/Notes |
|---|------------------|--------------|-----------------------------|------------|---------------|-------------------|--|
| Objective 3.2.1: Explore feasibility of corporate donations/sponsorships | Plan established | TBD | TBD | | | | <ul style="list-style-type: none"> • TBD-Develop plan to increase corporate/affiliate sponsorships |
| Objective 3.2.2: Generate \$ in income through special events ???OPHA annual meeting | Target \$ | | | | | | <ul style="list-style-type: none"> • Golf outing? • "Friends for Life"? • Expanded educational opportunities? |

OPHA OPERATIONAL PLAN

Updated as of 12/2/2015

Strategic Priority #4: Policy & Advocacy

OPHA takes a proactive approach to its policy and advocacy initiatives. We look at what is on the horizon and position ourselves to support and respond. We are timely in our response to requests for policy input and advocacy. We have a strong, expanded legislative liaison program and a deep presence in advocacy.

Goal Statement: Increase proactive approach to policy and advocacy

Key Measure: Develop and sustain an active relationship with all state and federal legislators.

Strategy #4.1: Expand legislative liaison program

| Objectives | Measure | Start | Target Complete Date | End | Status | Owner/Lead | Action Steps/Notes |
|---|--|-----------|----------------------|-----|--------|---------------------------------|---|
| Objective 4.1.1: Track and evaluate current legislative liaison activities. | Annual evaluation report | 25-Dec-15 | ongoing | | | Legislative Liaison Coordinator | <ul style="list-style-type: none"> • Every state and federal legislator will have an active OPHA contact liaison assigned. • Each liaison will contact their legislator(s) at least once annually. • Identify public health champions for issues in the legislature. |
| Objective 4.1.2: Implement a periodic newsletter/notes for legislators. | Newsletter sent | 25-Dec-15 | ongoing | | | Policy Committee | <ul style="list-style-type: none"> • Assign task to a Committee member. • Create newsletter (Robert J?) |
| Objective 4.1.3: Identify and begin mentoring future public health policy leaders. | Each section will have active participants in the Policy section | 25-Dec-15 | | | | Policy Committee | <ul style="list-style-type: none"> • Recruit members from each section. • Identify members with legislative knowledge and content expertise. • Provide legislative liaison training for participants. |

OPHA OPERATIONAL PLAN

Updated as of 12/2/2015

Strategy #4.2: Establish a legislative platform

| Objectives | Measure | Start | Target Complete Date | End | Status | Owner/Lead | Action Steps/Notes |
|--|-------------------------------|-----------|----------------------|-----|--------|------------------------------------|--|
| Objective 4.2.1: Promote Health and Equity in all Policies | Committee reports on progress | 25-Dec-15 | | | | Policy Committee & HEiAP Committee | <ul style="list-style-type: none"> Continue working with designated legislators to promote HEiAP in legislative process. Promote and educate legislators on HEiAP. |
| Objective 4.2.2: Maintain OPHA position papers that support the legislative platform. | Policy Committee Report | 25-Dec-15 | | | | Policy Committee | <ul style="list-style-type: none"> Policy Committee assigns a member to schedule an annual review of position papers Review and update, if necessary, position papers. |
| Objective 4.2.3 Decimates to members quarterly? (as determined by Committee) newsletter of policy and activity updates. | Newsletter | 1-Apr-16 | | | | Policy Committee | <ul style="list-style-type: none"> Include info about pending action and encourage locals to contact/educate local/state/federal reps |
| Objective 4.2.4: Sponsor and/or support a minimum of two policy-related events or initiatives annually | Two or more events | 25-Dec-15 | | | | Policy Committee | <ul style="list-style-type: none"> Continue Annual Policy Institute; align with public health week Support the Great Lakes Public Health Coalition Joint Advocacy Initiative Campaign to encourage advocacy Others as identified |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Status Legend | | | | | | | |
| | | | | | | | Not Yet Started |
| | | | | | | | Complete |
| | | | | | | | On Schedule |
| | | | | | | | At Risk; Partially Complete |
| | | | | | | | Past Due |