

Washington Association Medical Staff Services

2016-17 Strategic Plan

WAMSS Vision:

*Continually improve the quality and safety of patient care through medical staff services and related fields within Washington State*

WAMSS Mission:

*To promote education and collaboration by uniting persons who are engaged in medical staff, provider credentialing, privileging, accreditation and regulatory compliance, and other diverse healthcare activities in Washington State*

**Definitions as used in this document**

**Strategic Plan** - General guide for the management of the organization according to the priorities and goals of the stakeholders.

**Strategic Priorities -** Define the overall direction of the Association and align with the Association’s vision and mission.

**Goals -** Directed endeavors that guide decisions toward achieving the strategic priorities.

**Objectives** - Identify a desirable change that is measurable and achievable within a given timeframe (process-based or outcomes-based).

Process Objectives are the steps needed to implement a program.

Examples:

1. Develop program bylaws and policies
2. Apply diversity definition to planning for annual conference

Outcome Objectives measure program impact.

Examples:

1. Achieve Accreditation
2. Recruit mentors to work with new WAMSS members

**Activities -** Detailed actions describing how each objective will be achieved (who, what, when, how, how many, budget)

**Targets -** Measured performance/progress toward achieving objective**.**

Process Target examples

1. Bylaws and policies approved and adopted by August 31, 2015
2. Diversity definition incorporated into annual conference planning by June 30, 2016

Outcome Target examples

1. Substantially meet accreditation standards (80%+) after survey
2. 115% of needed mentors recruited by May 31, 2016

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|  | | Priority 1:  Support Enhance Communication with Members  *Assigned to: Communications Committee* | |
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| **GOALS** | **OBJECTIVES** | **OUTPUTS** | **TARGETS** |
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| **Goal 1: Explore standardization of forms (example: student and resident applications), policies, best practices/White Papers, job descriptions, etc. on the website** | 1. Create/expand page on the WAMSS website to contain documents for resources | * Website page created * Document inventory and naming convention developed for posting resources * Annual review process developed | * Membership survey of needed resources by 12/2016 Resource documents have been added to the website as identified |
|  | 1. Develop subject area leads to research current and accurate versions of the documents to upload to the website | * Research completed within each subject area | * Subject area leads appointed by 7/2016 * Load 5 collected documents to the WAMSS website by 07/2017 Resource documents have been added to the website as identified |
| **Goal 2: Develop a designated individual to research new rules/standards for group notification** | 1. Resource contact designated to keep the Membership updated on our professions rules and standards | * Position developed * Notifications to Membership of updated rules/standards | * Standards liaison position created by \_\_\_\_\_\_\_\_ (no volunteers will recruit at 2017 annual conference; this might tie in with education?) |
|  | 1. Recruitment through WAMSS Membership for individuals interested in research of rules and standards | * Rules/ standards notifications provided via e-blast * Rules/standards are deposited on the WAMSS website tools | * Rules/Standards section of website created by \_\_\_\_\_\_\_ * 5 items uploaded to the website by \_\_\_\_\_\_ |
| **Goal 3: Enhance technology use within the organization** | 1. To have an advanced website to easily navigate and use resources | * Updated WAMSS website and resources with new technology | * Technology team established by \_\_\_\_\_\_\_ |
|  | 1. Recruit through WAMSS Membership to find technology driven leads to update the technology for the website | * Technology upgrades made to website to improve functionality | * Quarterly assessment of website implemented by \_\_\_\_\_\_\_\_\_ |

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|  | | Priority 2:  Diversity Membership and Orientation  *Assigned to : Membership Committee* | |
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| **GOALS** | **OBJECTIVES** | **OUTPUTS** | **TARGETS** |
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| **Goal 1: Define diversity within the organization (by region, by type of facility, etc.)** | 1. Categorize membership roster to identify Type of Facility, Geographic Area, and Title | * Statistical report generated of current membership roster * Increase membership in certain categories/titles, i.e., clinic, quality, managed care, hospitals * Annual schedule for review of membership roster developed | * Evaluation and classification of current membership roster by August 31, 2016 (Done and reviewed at 2016 Annual Retreat) * Diversity Definition developed by December 31st, 2016 (chat with Heidi) |
| **Goal 2: Develop a WAMSS Promotional Flyer (e.g. employer recognition, membership drive, etc.)** | 1. The communication objective for our membership identified | * Promotional flyer | * Draft flyer developed by April 1st and distributed at 2017 annual conference. And continue to work on flyer for Diversity into 2017-2018. |
|  | 1. Expand membership to new professionals (quality staff, physician recruitment staff, etc.) | * Using diversity definition, identify and reach out to selected professionals to join WAMSS | * Expand membership professionals by 1 new category by 05/2017 (We have been reaching out to Provider Enrollment) |
|  | 1. Identify the benefits the communication objective holds for our membership, i.e., benefits include… (e.g. the reasons why you want to become a member) | * Promotional flyer updated | * Survey of membership conducted by \_\_\_\_\_\_ |
| **Goal 3: Intensify Recruitment of Membership to meet diversity goals (take definition from P2, Goal 1 - smaller facilities, legislative, other agencies)** | 1. Area identified to recruit is Provider Enrollment. | * Reaching out, educating, and recruiting. | * Heidi’s first Membership Report in 2015 was 240 Members, we now have 270 Members – my goal was 300. |
| **Goal 4: Develop new WAMSS member orientation** | 1. Start process for mentoring incoming Leader Volunteers. | * Create online Leader Volunteer Job Descriptions. | * All Leader Volunteer Job Descriptions are now online. Under: Volunteer Positions |
| **Goal 5: Assess Individual Member Involvement in Leadership to Develop New Officer Recommendations and Create a Volunteer Track** | 1. Identify the Volunteer Opportunities and design a Volunteer Track | * Post on Website, at WAMSS Conference Table, Distribute in E-Blast and Personal Member Email Directly | * 2016 – The Leader Volunteer Track was developed and Leader Volunteer Opportunities List is posted on the Website. Next on track for 2017 is an online Leader Volunteer Application and Registry |

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|  | | Priority 3:  Strengthen the Educational Opportunities within the Chapters / State  *Assigned to : Education Committee* | |
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| **GOALS** | **OBJECTIVES** | **OUTPUTS** | **TARGETS** |
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| **Goal 1: Expand Quality Educational Opportunities through a Speaker’s Bureau Listing (use for planning chapter meetings – DOH, WSMA, legal experts, etc.)** | 1. Create Speaker’s Bureau Listing | * Recruit volunteers from both chapters for working group. Target previous leadership to leverage their experience organizing chapter meetings and annual conferences – Committee formed * Create format for listing * Work with chapter leadership to expand and maintain listing | * Create format for listing by 11/1/2016 * Upload Listing to WAMSS Site for Resource by 11/15/2016 * Contacts previous speakers for inclusion in listing * Contacts potential speakers for inclusion in listing * 2016/2017 goals not complete; target for 2017/2018 |
|  | 1. Work with chapter leadership to expand and maintain speaker’s bureau listing | * Educate chapter leadership about listing, including need for leadership to maintain information * Create educational materials about listing for new chapter leadership | * Outline plan to request new speakers/edit document annually by \_\_\_\_\_\_\_\_\_\_\_ |
| **Goal 2: Diversify Educational Opportunities through Expanded Break Out Sessions** | 1. Add breakout sessions for 2018 conference, applying the definition of P2, G1 | * Targeted break-out sessions to attract attendance from identified areas * Conference planning chair works with Membership Committee to understand target groups | * Conference planning committee includes at least one session of special interest to each target group at 2018 session |
|  | 1. Annual conference evaluation includes review of breakout sessions and their impact on attendance from target groups. | * Additional breakout sessions for target groups. * Report to board and make recommendations for future conferences | * Evaluate registration and eval. forms to see if target group participation increased by \_\_\_\_\_\_\_ |
| **Goal 3: Expand Access to Online Educational Opportunities for Membership** | 1. Create Technology subcommittee | * Recruit volunteers from both chapters to serve on comm. * Agree on and document roles and scope of work; report to board * Research and document options for teleconferencing, including pricing * Make recommendations to board and request funding if applicable | * Technology subcommittee chartered - COMPLETE |
|  | 1. Offer more robust teleconference options for chapter meetings and annual conference | * Work with chapter leadership and conference planning chair to implement and evaluate. * Create reference materials for chapter leadership and conference planning chair | * Teleconference option offered by 2018 conference |
|  | 1. Share online educational opportunities from external sources with WAMSS membership. | * External sources offering relevant online education compiled * Options for sharing information to WAMSS membership developed * Recommendation made to Board | * Program implemented, including recruiting a volunteer to maintain, if appropriate * Target for 2017/2018 |

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|  | | Priority 4:  Position WAMSS Members for Success in Development  *Assigned to : Education Committee* | |
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| **GOALS** | **OBJECTIVES** | **OUTPUTS** | **TARGETS** |
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| **Goal 1: Expand Quality Educational Opportunities through an expanded resource library** | 1. Expand the Resource/Lending Library | * Track library requests to see which books are requested most frequently * Research available materials * Purchase new materials annually as allowed by budget. Update lending library materials on website and archive old materials | * Maintain current and useful lending library materials. (ongoing) * Lending Library Coordinator position created and filled. |
| **Goal 2: Intensify Support for WAMSS Members Seeking Certification (Develop a mentoring program for members – create a qualified volunteer list?) (Develop/Support/Assist? a study group for those seeking certification)** | 1. Create Certification subcommittee | * Recruit volunteers from both chapters * Agree on and document roles and scope of work * Report to the Board | * Certification subcommittee chartered - COMPLETE |
|  | 1. Investigate the creation of a mentoring program | * Explore options through discussions, survey of members, and research into other state association programs * Recommendation sent to the Board | * Implement program including roles and program support * Volunteers recruited * Targeted for 2017/2018 |
|  | 1. Provide additional support to WAMSS member-led study groups | * Study group tips established * Budget monies allotted * Implement program including roles and program support | * Study group tips document posted to the website - COMPLETE * Survey of members and research completed – COMPLETE * Proposal approved by board; committee working to implement in 2017/2018 |