



SASLPA Strategic Plan



**Progression and Communication
2016-2019**





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Message from the President



I believe it is vital for any organization to have a clearly defined purpose, set of goals, and measurable objectives. This prevents the tendency to go along with the status quo despite the need for change. As such, I was excited to be part of the strategic planning process for SASLPA's growth over the next several years. I have been involved in SASLPA as a committee member and past council member over the course of the last 10 years, and I see the current plan for our organization in a very positive light. It is my hope that more members will become involved as we move forward so that they may be able to share in my excitement for the future of SASLPA.

Charlotte McLean, M.S. SLP(C) CCC-SLP
Council President, SASLPA

Message from the Executive Director



SASLPA has had the opportunity to grow and develop as a regulatory body over the last 25 years. As an organization, SASLPA will always be changing to meet the demands of the regulatory world. The last few years have seen a focus on national collaboration for registration standards. It is important that, while collaborating on and undertaking regulatory projects, SASLPA stays true to following its mission, vision and values. SASLPA's last strategic planning session occurred in 2009. At that time, SASLPA was both a professional association and regulatory body. In the years since, SASLPA has devoted itself to regulatory tasks and therefore an update of its mission, vision and values was required. In order to continue achieving success and moving forward, new goals and action plans for the future are required on a regular basis. Thank you to the 2016-2017 SASLPA Council for a very productive strategic planning session! Your contributions were very much appreciated.

Kathy Carroll, M-SLP
Executive Director, SASLPA



Introduction: Mandate:

1. It is the duty of the college at all times:
 - a. to serve and protect the public; and
 - b. to exercise its powers and discharge its responsibilities in the **public interest** and not in the interest of the members.

2. The objectives of the college are:
 - a. to **regulate** the practice of the professions and to govern the members in accordance with the Speech-Language Pathologists and Audiologists Act and Bylaws; and
 - b. to assure the public of the knowledge, skill, proficiency and competency of members in the practice of speech-language pathology and audiology.

*Public Interest:
“welfare or well-being
of the general public”
(Random House
Dictionary)*

*Regulate: Create fair
and reasonable rules
for becoming and
working as a Speech-
Language Pathologist
or Audiologist*

SASLPA FACTS

9 Council Members:

- 6 Elected SASLPA Members
- 3 Appointed Public Representatives

390 SASLPA Members:

- 351 S-LPs
- 39 Audiologists

3 Part-Time Staff

- Executive Director
- Registrar
- Administrative Assistant



Creating the Plan

The SASLPA Council and staff met for a one day planning session. All SASLPA committee chairs were also invited but unable to attend. The session was led by the Executive Director.

Idea

In order to prepare for the planning session, council and staff were asked to think about:

- 1 SASLPA's purpose
- 2 The ideal future of SASLPA
- 3 The values that would make SASLPA a successful organization

Plan

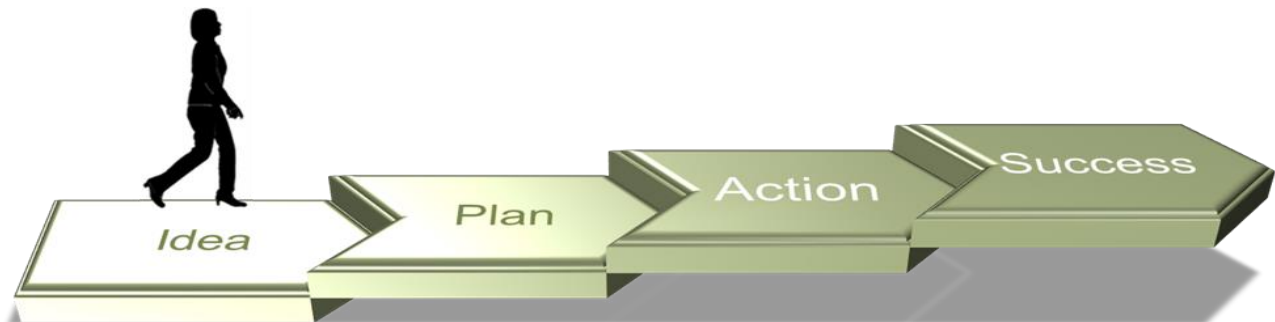
A successful plan for the future needs to be built on a stable base. A stable base is made up of the Mission, Vision, and Values of an organization. To build a stable base for SASLPA, the Council and staff needed to review and revise SASLPA's Mission, Vision, and Values. The SASLPA Council and staff then developed a plan that is aligned with SASLPA's purpose (Mission) and works toward the ideal SASLPA (Vision) by following SASLPA values.

Action

A three year plan was created. The action plan will assist SASLPA to work toward achieving its goals. The action plan includes, among other things, deliverables, persons responsible and outcome measures. Please see Appendix A for the action plan listed in the Key Themes document.

Success

SASLPA will achieve success by following the 2016-2019 action plan.





The Team



Charlotte McLean
President



Kathy Carroll
Executive Director



Josée Levasseur
Registrar



Deena Offet
President-Elect



Lee Millar
Past-President



Terri Gordon
Secretary



Katrina Wedel
Treasurer



Jacqueline Lim
Member at Large



Clint Burlock



Duane Schultz



Heather Duczek-Reynolds



Candice Pierce
Administrative
Assistant

Public Representatives



Mission

To *license, regulate* and *guide* the practice of Audiologists and Speech-Language Pathologists in the interest of the public

- **license** – In Saskatchewan, Speech-Language Pathologist and Audiologist are “protected” titles. Having “protected” titles means that only professionals who meet SASLPA’s registration and renewal requirements can use those titles. When members of the public get services from licensed S-LPs or AUDs, they can be sure they are receiving services from qualified professionals.
- **regulate** – Regulation protects the public from harm by creating fair and reasonable rules for becoming and working as an AUD or S-LP. SASLPA works with other regulators in the country to set fair and reasonable standards for entry to practice and renewal requirements.
- **guide** – All S-LPs and AUDs in Saskatchewan follow SASLPA’s Code of Ethics. The Code of Ethics guides decision making in difficult situations. It outlines expectations of behavior and conduct. The Code of Ethics is used if concern is raised about a member’s practice and outlines what the public should expect from services. The SASLPA’s goal is to adopt practice standards and guidelines. Practice standards and guidelines list knowledge, skills, and judgement required to practice safely.



Vision

A model regulatory body which informs and protects the public and has an involved membership



Values

The SASLPA values *ethical practice*, *transparency*, *progressiveness*, *accountability*, and *integrity*.

ethical practice

- show our values in our behaviours, actions, and decision making
- approach decisions in a just, reasonable, and impartial manner
- be respectful of SASLPA members and the public

transparency

- open communication
- clear documents

progressiveness

- be aware of changes in regulatory practices both locally and internationally

accountability

- act in an open, transparent and responsible manner
- communicate about processes
- be accountable to the public, the government and the SASLPA members

integrity

- honest
- ethical
- responsible
- respectful
- professional

SWOT Analysis of SASLPA - Thinking 3 Years Ahead

Internal Factors

Strengths

- Professionalism
- Educated; Informed opinions
- Communication amongst council and staff
- Fully staffed office - Strong
- Council - Willing to move forward; willing to listen to our members
- Financial Stability

Weaknesses

- Communication with members, public, and other stakeholders
- Human Resources (volunteers)
- Reputation
- No standards of practice
- Vague Code of Ethics
- No quality assurance program
- Professional Development

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- Membership starting to be more involved
- Relationships with other provincial and national regulatory bodies (e.g., CAASPR and NIRO)
- Generally adaptable membership
- Technology: Telepractice and virtual gatherings have potential to increase member involvement throughout the province and increase affordable PD opportunities

Opportunities

- Communication (different methods of preferred media related to different member demographics)
- Decreased public knowledge (changing demographic)
- Lack of guiding documents for members and the public
- Economic conditions (potential for positions to be cut and fewer services provided to the public)
- SASLPA legislation changes (e.g., mentorship requirement, need to ensure members will have support of employers and desire to be mentors)
- Technology (e.g., cost of keeping up with changing technology, developing on-line renewal system)

Threats

External Factors

3-Year Strategic Plan: Strategic Objectives



Documentation

SASLPA will have documentation that adequately meets our regulatory needs:

- Repeal current legislation, *The Speech-Language Pathologist and Audiologist Act*, and replace with legislation that will increase public confidence, decrease role confusion with SASLPA members as well as the public and will more closely align with the “template” legislation used by other regulatory health professions in Saskatchewan.
- Policies and procedures are up-to date and maintained on a regular schedule
- Develop Standards of Practice and Practice Guidelines that will assist SASLPA members in providing safe, ethical and evidence based practices
- Maintain current, clear and user friendly code of ethics that define the terms of ethical behaviour and guide decision making in difficult situations



Public Awareness

Increase the public's awareness and confidence that SASLPA exists to act in the interest of the public:

- Increase and improve communications to the public through documents provided by audiologists and speech-language pathologists
- Increase and improve communication to the public through publically available means (e.g., posters in physician waiting rooms)



Quality Assurance

Implement a quality assurance program that ensures members enhance and expand their knowledge while continuing to practice safe, competent and ethical care:

- User friendly continuing competency program that adequately captures a member's ability to provide safe, competent and ethical care
- Support members in expanding knowledge by providing educational opportunities
- Mentorship program that adequately prepares a new member to provide safe, competent and ethical care
- Address fitness to practice in order to allow members to provide safe, competent and ethical care in the best interest of the public and client safety



Membership Involvement

Increased membership involvement will support the self-regulatory governance process:

- Increase membership knowledge of SASLPA and SASLPA's role as a regulator
- Increase membership knowledge of self-regulatory governance
- Increase opportunities for "wanted" contact

Key Themes

DOCUMENTATION

Objective	Deliverables	Resources	Date	Lead	Outcome Measure	Communication
Repeal current legislation and replace with proposed legislation	Annual submission of request to repeal current Act until approved by Government	Human: ED	Annually by the end of August	ED	Proposed Legislation approved by Ministry of Health	email to stakeholders, webinar for members, post on website
Policies and procedures are up-to date and maintained on a regular schedule	Policy maintenance schedule	Human: AA and ED	Jan-17	ED	completed schedule in policy and procedure manual (P&P)	inform council when completed
	Registration and Membership documents that reflect changes to bylaws IV, V and VII	Human: Registrar, R&M Committee, AA	Sep-16	Registrar	Approved Documents: in P&P; on website	email to members re: changes
	Up-to-date policies and procedures	Human: ED, Registrar and AA	ongoing	ED	Current P&P	available on website
Develop/adopt Standards of Practice and Practice Guidelines	Research existing practice guidelines	Human: ED		ED	List of current guidelines	inform council when completed
	Survey members to prioritize practice areas	Human: ED, AA, members		ED	Members complete Survey Monkey survey	email and on What's New on website?
	Create committees to develop the guidelines	Human: ED, members		ED	Personally contact members who have listed matching area of expertise; general call out to members	call, email, website

	Documents adopted and put into use (website)	Human: AA, council		ED	usable documents to guide practice	email, website, webinar
Objective	Deliverables	Resources	Date	Lead	Outcome Measure	Communication
Maintain current, clear and user friendly code of ethics that define the terms of ethical behaviour and guide decision making in difficult situations	Research regulatory Codes of Ethics	Human: ED		ED	Excel sheet with pros and cons of other codes of ethics	inform council when completed
	Create committee to revise Code	Human: ED, members		ED	general call out to members, 5-7 members	email, website
	Revise SASLPA Code of Ethics	Human: committee		Chair	revised document	inform council when completed
	Submit for government approval	Human: ED		ED	government approval	
	Add self-declaration for reading code of conduct on annual renewal	Human: AA		AA	form with self-declaration	send out new code as attachment for each renewal
	Adopt new Code	Human: council		ED	host webinar, send out link to new code	email, website, webinar

PUBLIC AWARENESS

Objective	Deliverables	Resources	Date	Lead	Outcome Measure	Communication	
Improve/increase communications to the public through SLP/AUD provided documents	Seal for use on paper and electronic documents and appropriate policy/procedure documentation	Human: AA, council	Nov-16	AA	Council approved seal	email, website	
	"E-Badge" for electronic signatures	Human: AA, council	Nov-16	AA	council approved e-badge	email, website	
Improve/increase communication to the public via publically available means	Mission/Vision/Values poster for distribution	Human: AA; Financial: Colour photo copying for ??# prints; mail prints	Nov-16	ED	one page, colour poster, easy reading level, for print or digital distribution	email, website	
	"Back door" website for how to access services	Human: AA; Financial: consult Melcher Media		AA	simple webpage for how to access services without having to go to SASLPA's main site	email, website	
	consider public service announcement for radio	Human: committee		ED	council vote		
	ensure documents at appropriate reading level	Human: ED, AA, Registrar	Nov-19	ED	all documents at appropriate level (https://medlineplus.gov/etr.html)	website	
	Consider YouTube / Facebook ads (?competition to create ad for members of the public)	Human: Members; Financial: fee to run ad			ED	council vote	
	FAQs on website	Human: ED, Registrar, AA			ED	FAQ posted and updated frequently	email, website

	consider pamphlet for placement in physicians' offices, health clinics, etc	Human: AA; Financial: printing		ED	council vote	
	Registration Certificates/cards	Human: AA; Financial: printing	Nov-16	AA	certificate and card mailed out with receipt of fees for 2017 year	email, mailed items

QUALITY ASSURANCE

Objective	Deliverables	Resources	Date	Lead	Outcome Measure	Communication
A user friendly quality assurance program that adequately captures a member's ability to provide competent services	Research existing competency programs	Human: ED, Registrar	Summer 2017	ED	spread sheet with pros and cons	inform council when complete
	Research and attend, if appropriate, education sessions on developing a competency program	Human: ED, Registrar; Financial: course fees, education materials	Nov-16	ED	list of available programs and costs associated with each	inform council when complete
A user friendly mentorship program that adequately prepares a new member to provide competent services	Research Mentorship programs	Human: ED, Registrar, Committee		Registrar	spread sheet with pros and cons	inform council when complete
	Create Mentorship Committee	Human: ED, Registrar		ED	general call to members, 5-7 members	email, website
	Develop Mentorship program	Human: Committee		Committee	functional, viable program	
	Pilot Mentorship Program	Human: members		Registrar	member volunteers and new members (best time of year when new grads coming on board)	call, email, website
	Implement Mentorship Program	Human: Registrar, Council	Summer 2017	Registrar	date of implementation as per council vote	email, website, webinar

A user friendly way to assess for fitness to practice issues that may affect a member's ability to provide competent services	Research fitness to practice questions and issues related to self-declaration	Human: ED, Registrar	Summer 2017	ED	spread sheet with pros and cons	inform council when complete
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MEMBER INVOLVEMENT

Objective	Deliverables	Resources	Date	Lead	Outcome Measure	Communication
Increase membership knowledge of governance	Create Governance webinar/education session	Human: ED; Financial: Pragmatic - Adobe Connect and Teleconferencing Services		ED	further develop governance education session used for strategic planning session, 45 minutes plus 15 for questions	webinar, live in larger centers, email, website
	Add self-declaration of attendance at governance session	Human: AA	Renewal 2018 year	Registrar	form with self-declaration	reminder on annual renewal
Increase membership knowledge of SASLPA	Create script for contacting new members	Human: ED, Registrar	Sep-16	ED	script for staff and council to use to welcome new members, includes message to be left if no answer	inform council when complete
Increase opportunities for "wanted" contact	Update "Council/Committee" question on renewal form to include option to be called with more info	Human: AA	Sept 2016 or Sept 2017	Registrar	updated renewal form	What is new for this renewal period document for 2016 or 2017