

MA Chapter, NASW  
Strategic Plan 2008 – 2011, Action Steps

# *Massachusetts Chapter*

*of the*

# *National Association of Social Workers*

## **Strategic Plan '08 – '11**

Prepared for Board of Directors

October 14, 2008

***Chapter's Overall Mission:*** *To advance professional social work practice and the profession and to promote human rights, social and economic justice and unimpeded access to services for all*

***Vision Statement:*** *NASW Massachusetts is to be the leader, unifying social workers across the state.*

# MA Chapter, NASW Strategic Plan 2008 – 2011, Action Steps

## Community Collaboration

### Desired outcome:

NASW MA will be identified as a key facilitator among like-minded as well as diverse entities seeking to create new possibilities that enhance our respective communities.

<b>Goal/Objectives</b>	<b>Activities</b>	<b>Outcome &amp; By When</b>
1. Increase NASW's visibility & leverage with the state Human Service Agencies	<ul style="list-style-type: none"> <li>• Participate in coalitions that advance social works' missions and values</li> <li>• Expand our leadership role in bringing the directors of hospital social work departments together on issues facing the profession.</li> <li>• Meet with secretaries of Human service agencies.</li> <li>• Develop connections with leaders in the Home Care industry.</li> </ul>	<p>ongoing</p> <p>12/08</p> <p>6/09</p> <p>10/08</p>
2. Collaborate with major employers of social workers to develop programs that promote social work profession.	<ul style="list-style-type: none"> <li>• Explore creation of a Think Tank on enhancing social work jobs</li> <li>• Increase attendance of Managed Care companies at the HMO/MCO Breakfast meeting</li> <li>• Increase the number of meetings with the major HMOs &amp; MCOs in MA (KW)</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>
3. Expand partnerships with the schools of social work.	<ul style="list-style-type: none"> <li>• Provide leadership in the area of safety for social workers in the workplace.</li> <li>• Speak at social work schools across the state about legislative policy program encouraging new membership</li> <li>• Coordinate NASW member registration drives at social work school</li> <li>• Engage Deans to encourage NASW membership in students' welcome packets.</li> </ul>	<p>12/08</p> <p>6/09</p> <p>6/09</p> <p>6/09</p>

MA Chapter, NASW  
Strategic Plan 2008 – 2011, Action Steps  
**Community Collaboration (cont'd)**

<b>Goal</b>	<b>Activities</b>	<b>Outcome &amp; By When</b>
4. Partner with community agencies to deliver services to social work professionals	<ul style="list-style-type: none"><li>• Send mailings to schools of social work, colleges, hospitals, promoting SWTRS as a referral source</li><li>• Establish relationship with the MA School Counselors Association, to inform its members of SWTRS as a referral resource.</li><li>• Increase contact with various physician groups, to promote SWTRS for referrals.</li><li>• Collaborate with community agencies to host SWTRS-sponsored workshops</li><li>• Expand relationship with MEDA (Multiservice Eating Disorders Association), in which SWTRS members are offered a reduced membership rate</li><li>• Expand state-wide resource list enhancing collaboration with other agencies</li></ul>	<p>Schools of social work: Sept./Nov. yearly. Others will consult with Commission on timing of next mailing</p> <p>9/30/08</p> <p>Ongoing</p> <p>Fall, Spring yearly</p> <p>Yearly</p> <p>2010</p>

Key: SWTRS = Social Work Therapy Referral Service

MA Chapter, NASW  
Strategic Plan 2008 – 2011, Action Steps

**Innovation**

**Desired Outcome:** NASW will be technologically current, utilizing a multitude of tools and innovative ideas to build the image, membership base and provide added value to members.

Goal	Activities	Outcome & By When
1. Explore Chapter's new CMS, Affiniscape for tools and features that maximize staff's use of internet.	<ul style="list-style-type: none"> <li>• Provide real-time information and updates to members on <i>Affiniscape</i></li> </ul>	November 2008
	<ul style="list-style-type: none"> <li>• Activate CMS system on the new <i>Affiniscape</i> Chapter's web site</li> </ul>	January 2009
2. Increase staff's capacity to employ electronic software tools	<ul style="list-style-type: none"> <li>• Begin utilizing additional capacities of Affiniscape-- list-serve and message board features, E-Newsletter, information Center, the Polling function</li> </ul>	January 2009
	<ul style="list-style-type: none"> <li>• Train staff on the various communication and program management features of the <i>Affiniscape</i> system</li> </ul>	October/November 2008
	<ul style="list-style-type: none"> <li>• Pilot the Meeting/Conference Planning feature of <i>Affiniscape</i> for the School Social Work Conference</li> </ul>	By January 2009
	<ul style="list-style-type: none"> <li>• Employ the Convention Planning feature for all CE programs and <i>Symposium</i></li> </ul>	By Symposium 2010
3. Increase marketing and visibility of NASW membership benefits/services to both current and prospective members via new website.	<ul style="list-style-type: none"> <li>• Provide at least 1 computer training per administrative staff</li> </ul>	Annually
	<ul style="list-style-type: none"> <li>• Provide training for professional staff on the basics of survey design, polling, and program evaluation utilizing Survey Monkey</li> </ul>	June 2009
	<ul style="list-style-type: none"> <li>• Launch HomEd podcast program and continue to grow the number of offerings as well as technological capacity</li> </ul>	July 2008

MA Chapter, NASW  
Strategic Plan 2008 – 2011, Action Steps

**Innovation (con't)**

<b>Goal</b>	<b>Activities</b>	<b>Outcome &amp; By When</b>
4. Evaluate Chapter's current committee structure	<ul style="list-style-type: none"><li>• Review the Chapter's committee structure to assess its current effectiveness to meet the mission of the chapter and the Strategic Plan.</li></ul>	By Spring 2009
5. Consider expanding Chapter's career services function	<ul style="list-style-type: none"><li>• Explore on line job matching possibilities or job bank through Chapter's website.</li></ul>	Sept. 09

# MA Chapter, NASW Strategic Plan 2008 – 2011, Action Steps

## Membership

**Desired Outcome:** NASW will Grow and retain the membership base and expand membership across multiple dimensions of diversity, engaging even more members in NASW initiatives.

Goal	Activities	Outcome & By When
1) Understand trends in and needs of membership.	<ul style="list-style-type: none"> <li>• Gather and analyze MA professional social worker and NASW membership demographics and trends</li> <li>• Survey the membership to identify needs and expectations of professional membership</li> <li>• Conduct 2 focus groups (1 with students and 1 with faculty) at interns' respective schools</li> <li>• Identify at least 2 target under-represented groups</li> </ul>	<p>Review NASW-MA CMS stats on a monthly basis. Survey completed by October 2008</p> <p>Spring 2009</p> <p>January 2009</p>
2) Promote membership development in the regions	<ul style="list-style-type: none"> <li>• Enroll Regional Staff and Board Members to recruit and retain NASW members</li> <li>• Hold at least 4 virtual committee meetings</li> </ul>	<p>6/09</p> <p>4 times a year</p>
3) Publicize the benefits of NASW to students and early career social workers increasing membership rates (by 10%) of social workers in the 0-5 year bracket.	<ul style="list-style-type: none"> <li>▪ Create recruitment presentation and materials for use at all Schools of Social Work</li> <li>▪ Conduct membership recruitment event within all schools of social work</li> </ul>	<p>Fall 2008</p> <p>Annual</p>

**KEY: -**

MDTF: - Membership Development Task Force

CERA: Committee on Ethnic and Racial Affairs

# MA Chapter, NASW Strategic Plan 2008 – 2011, Action Steps

## Membership (con't)

Goal	Activities	Outcome & By When
4) Bolster retention rates overall by 10% by enhancing and communicating member benefits.  5) Increase SWTRS influence as a public relations arm of the Chapter	• Identify a faculty and student member from each MA social work program to serve as a liaison to NASW to promote membership	Fall 2008
	• Recruit at least 2 diverse members for the SWE Leadership group	Fall 2008
	• Extend SWE programming into the regions by holding 1-2 events a year outside of the Greater Boston area	1-2 events a year
	• Promote the value of NASW membership at SWE events, LTP sessions, & CE programs, involving early career professionals	Monthly
	• Spotlight at least 5 students and/or early career social workers in FOCUS	5 articles a year
	• Maintain up-to-date, dynamic, and user friendly web site through Affiniscape	Projected "Go Live" date Nov. '08
	• Grow SWTRS membership through FOCUS marketing, email blasts, Private Practice Committees & at NASW events	Annually
	• Engage SWTRS members through monthly email newsletter.	Annually
	• Diversify SWTRS membership, through work with Commission members and CERA	June 09

KEY:

SWE – Social Work Exchange

LTP – Licensing Test Prep Courses

SWTRS – Social Work Therapy Referral Service

# MA Chapter, NASW Strategic Plan 2008 – 2011, Action Steps

## Political Advocacy

### Desired Outcome:

NASW MA will target areas of public policy concerning the profession and social and economic justice areas affecting the clients and communities we serve.

Goal	Activities	Outcome & By When
<ul style="list-style-type: none"> <li>NASW will become a leader for social work specific advocacy in the State House.</li> <li>NASW will work in coalitions with other groups to advance social justice initiatives.</li> <li>Social work students will understand NASW's key role in advocating for their interests and they will know how to get involved.</li> <li>Expand membership of PACE and engage members in political campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Revise size of legislative agenda to create more achievable priorities.</li> <li>Step up efforts to engage members in Loan Forgiveness advocacy in their regions. Govt Affairs associate to set up district meetings, use Capwiz to produce useful reports and to get more members engaged. Fully engage the schools of social work in this campaign. Visits to schools of social work.</li> <li>Engage NASW committees in legislative advocacy around their chosen agenda item</li> <li>Continue to build political power by working on 2-4 political campaigns and electing legislators who become familiar with NASW and will support our legislative agenda in the State House</li> <li>Research resources available to study social work workforce shortages to advance loan forgiveness campaign.</li> </ul>	<p>Over 3 years</p> <p>Fall 2008 &amp; Fall 2011 completed revision. Increase email list by 10%</p> <p>Over 3 years</p> <p>In next election year engage members in 2 priority campaigns</p> <p>By end of 2008</p>

Key: LAC = Legislative Advocacy Committee

# MA Chapter, NASW Strategic Plan 2008 – 2011, Action Steps

## Public Image

### Desired Outcome:

Social workers and the public-at-large will have a greater appreciation for the breadth and scope of professional activities that involve social workers.

Goal	Activities	Outcome & By When
<p>1. Increase the visibility of and educate the public about the values, roles and functions of the various aspects of the social work field.</p> <p>2. Inform the social work community about the breadth of social work settings and options for practice niches.</p>	<ul style="list-style-type: none"> <li>• Explore with Development Committee realizing a video on social work careers</li> <li>• Refine the speakers bureau/expert data base</li> <li>• Research feasibility of producing public service announcement for print media and radio.</li> <li>• Educate SWTRS callers about social work, portraying a positive image of social workers to the public.</li> <li>• Advertise SWTRS in selected Yellow Pages and newspapers, increasing the visibility of clinical social work</li> <li>• Feature articles in FOCUS on full range of social work practice</li> <li>• Develop a marketing plan specific to the Image of social work and NASWMA Chapter</li> <li>• Feature Strategic Plan articles in FOCUS issues</li> </ul>	<p>June 2010</p> <p>Jan 2010</p> <p>June 2009</p> <p>Ongoing. Speak with approximately 75 callers per week.</p> <p>Yearly for yellow pages. Monthly for newspapers</p> <p>Jan 2009</p>

# MA Chapter, NASW Strategic Plan 2008 – 2011, Action Steps

## Professional Development

**Desired Outcome:** NASW will be regarded as a premier provider of professional development and educational opportunities for the social work community and the allied mental health professions.

<b>Goal</b>	<b>Activities</b>	<b>Outcome &amp; By When</b>
1. Provide CE opportunities via different modalities (live, HomEd, PodCasts, FOCUS, Symposium).	<ul style="list-style-type: none"> <li>Collect data on innovative CE program formats Plan blockbuster program for off-Symposium years</li> </ul>	3/09 June 09
2. Increase marketing of all CE programs.	<ul style="list-style-type: none"> <li>Research availability of marketing consultant.</li> </ul>	Symposium 2010
3. Provide new information on clinical and macro issues to members.	<ul style="list-style-type: none"> <li>Enlist members with policy/macro/research/clinical expertise to submit articles &amp; CE courses for FOCUS</li> <li>Develop a Leadership/Management track of CE programming</li> </ul>	By 2011  12/10
4. Develop a Diversity Training Initiative.	<ul style="list-style-type: none"> <li>Collaborate with other agencies on their diversity training</li> <li>Increase the diversity of the Education Center Commission by adding members who represent student, macro, ethnic and GLBT perspectives.</li> <li>Implement Chapter's Affirmative Action/Diversity Plan</li> </ul>	Add two more members by 2011
5. Engage in co-sponsorship opportunities.	<ul style="list-style-type: none"> <li>Collaborate with Schools of Social Work to co-sponsor career event</li> <li>Co-sponsor CE programs with Schools of Social Work, Public &amp; private organizations &amp; hospitals</li> <li>Explore alternate CE sites such as Schools of Social Work, Community agencies and broader geographical regions.</li> <li>Expand Licensing Test Prep by Collaborating with DFC</li> </ul>	Participate in 3 programs per year.
6. Develop professional networking and career opportunities for members.	<ul style="list-style-type: none"> <li>Expand SWE Events to include career networking</li> </ul>	2010

MA Chapter, NASW  
Strategic Plan 2008 – 2011, Action Steps

**Professional Development (con't)**

<b>Goal</b>	<b>Activities</b>	<b>Outcome &amp; By When</b>
6. continued	<ul style="list-style-type: none"><li>- Develop a Leadership/Management track of CE programming.</li><li>- Explore alternate CE sites such as Schools of Social Work, Community agencies and broader geographical regions.</li><li>- Plan block-buster programs for off-Symposium years.</li><li>- Collaborate with other agencies on a diversity training.</li><li>- Expand Licensing Test Prep by collaborating with DCF.</li><li>- Develop high quality FOCUS CE courses.</li><li>• Explore enhancing chapter's job data base capacity</li><li>• Explore feasibility of holding job fair at Symposium or other venues</li><li>• Explore feasibility of offering online reference portfolio services such as interfolio.com.</li><li>• Expand &amp; publicize member to member supervision program.</li></ul>	<p>Offer new program by 12/09</p> <p>Hold 2 programs at sites other than the Dedham Holiday Inn.</p> <p>Spring 2009, 2011</p> <p>Produce 2 workshops per year by 2011.</p> <p>Confirm contract by 10/08 and hold monthly training commencing in 11/08 for one year.</p> <p>Quarterly</p>

MA Chapter, NASW  
Strategic Plan 2008 – 2011, Action Steps

**Salary & Compensation**

**Desired outcome:**

Facilitate higher reimbursement rates and salary ranges while monitoring trends to ensure that this issue is prioritized into the foreseeable future.

<b>Goal</b>	<b>Activities</b>	<b>Outcome &amp; By When</b>
<p>1. Implement the recommendations of the Task Force on Compensation &amp; Employment and consider the continuation or creation of a think tank group to track this issue and support staff throughout the course of this strategic plan period.</p> <p>2. Seek to increase social work compensation and benefits so that they meet or exceed salary growth percentages in related human service industries (nursing, education, etc...)</p> <p>3. Improve licensing and practice standards to protect social work jobs.</p>	<ul style="list-style-type: none"><li>• Consult with National NASW staff regarding legal parameters for advocating for increased reimbursement rates.</li><li>• Gather data on private practice and fee-for-services rates from SWTRS membership. (BB)</li><li>• Advocate for improved compensation (salary, reimbursement rates and benefits) from 3<sup>rd</sup> party payers, and state agencies</li><li>• Advocate to expand clinician panels</li><li>• Advocate to decrease and/or streamline reporting requirements.</li><li>• Develop and disseminate 3<sup>rd</sup> party payer directory that will clarify reimbursement rates and social workers experiences with various providers.</li><li>• Refine, finalize &amp; distribute Chapter's Workplace Standards documents and post on web site and highlight in Focus.</li><li>• Update salary guidelines annually.</li></ul>	<p>Received written parameters from National NASW by 12/08.</p> <p>1/31/09</p> <p>5/31/11</p> <p>Workplace Standards document will be published in FOCUS, on-line, and made available to schools of social work and social work community by June 2009.</p>