



ADHA Strategic Plan Year 2011-2012

Core Ideology

Helping dental hygienists to achieve their full potential
as they seek to improve the public's oral health.

Vision Statement

Creating a community for all dental hygienists and investing in their future.

Values

Service
Health
Excellence
Community
Ethics

Goals

1) *Membership*

The dental hygiene community will understand the value of ADHA membership and choose to belong

2) *Brand*

ADHA will be the recognized community and resource for dental hygiene

3) *Advocacy*

The dental hygiene profession will advance through effective advocacy by ADHA

4) *Partnership*

ADHA and its members will work in partnership with dentists and other stakeholders to advance oral health

5) *Operational Excellence*

ADHA will be a data driven, fiscally sound, effectively governed organization

Objectives

Primary

1) Operational Excellence

Strengthen ADHA's technological ability

2) Membership

Increase our relevance to members, dental hygiene students and potential members

3) Advocacy

Increase the autonomy of dental hygiene

4) Brand

Strengthen state and local understanding and utilization of the brand

Objectives

Secondary

1) *Advocacy*

Increase the public's direct access to dental hygienists

2) *Brand*

Raise awareness of the dental hygiene profession and ADHA

3) *Partnership*

Enhance collaboration with stakeholders within and outside of the dental community

MEMBERSHIP GOAL

~~~~~

### THE DENTAL HYGIENE COMMUNITY WILL UNDERSTAND THE VALUE OF ADHA MEMBERSHIP AND CHOOSE TO BELONG

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Objective (Primary)</b> | <i>Increase our relevance to members, dental hygiene students and potential members</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>1) Strategy</b>         | Enhance student relationships (CSR)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Action Plans</b>        | <ul style="list-style-type: none"> <li>• Implement student experience communication plan (CSR) - \$C</li> <li>• Provide student transition kit (Staff) - \$C</li> <li>• Provide student graduation gift (Staff) - \$C</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>2) Strategy</b>         | Foster relationships within the DH community (CPH, COR, CMS)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Action Plans</b>        | <ul style="list-style-type: none"> <li>• Identify dental hygienists that work in public health and identify which organizations they belong as members (CPH)</li> <li>• Develop programming for new hygienists' within the first 1 – 5 years of their career. \$C (CMS)</li> <li>• Collect and compile dental hygiene faculty information and plan programming based on faculty focus group information. (CMS)</li> </ul>                                                                                                                                                                                                                                                              |
| <b>3) Strategy</b>         | Ensure that ADHA represents a strong, vibrant and evolving model of diversity and inclusion for the dental hygiene community (Div)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Action Plans</b>        | <ul style="list-style-type: none"> <li>• Utilize additional data collected in the master file to develop a diversity outreach program (Div)</li> <li>• Determine where a diversity plan fits into the ADHA council and committee structure (Div)</li> <li>• Increase awareness of diversity initiatives on the national, state and local level (Div)</li> <li>• Encourage component members to speak at local career fairs about the dental hygiene profession(Div)</li> </ul>                                                                                                                                                                                                         |
| <b>4) Strategy</b>         | Develop and encourage leadership activities (LD)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Action Plans</b>        | <ul style="list-style-type: none"> <li>• Develop a guide for constituent leadership workshops (LD)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>5) Strategy</b>         | Assist constituents and components in understanding best practices in association governance (CMS,LD)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Action Plans</b>        | <ul style="list-style-type: none"> <li>• Develop state resources via designated webpage, newsletters, presentations, Web Ex, etc. (CMS)</li> <li>• Provide a template for constituents to develop governance websites, including mentor list, etc. (LD)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Metrics</b>             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                            | <ol style="list-style-type: none"> <li>1. Increase net number of active members             <ul style="list-style-type: none"> <li>• Increase number of new members</li> <li>• Increase the percentage of members we retain between year one and year two</li> <li>• Increase the number of students who transition to active and paid membership</li> <li>• The retention rate for members will be 87% or better</li> </ul> </li> <li>2. Increase overall satisfaction with ADHA membership to an 8.5 on a 10 point scale</li> <li>3. 90% of members rank the value of membership equal to or greater than the cost of dues (as measured by customer satisfaction survey).</li> </ol> |
|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## BRAND GOAL

### ~~~~~ ADHA WILL BE THE RECOGNIZED COMMUNITY AND RESOURCE FOR DENTAL HYGIENE

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Objective (Primary)</b>   | <b><i>Strengthen state and local understanding and utilization of the brand</i></b>                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>1) Strategy</b>           | Integrate the brand among ADHA constituents and components (CMS, CPR, COR)                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Action Plans</b>          | <ul style="list-style-type: none"> <li>• Conduct brand focus groups (CPR) \$ (2012)</li> <li>• Develop a pilot program for virtual components to provide more resources to and build a community amongst members in more remote areas. (CMS,CPR)</li> <li>• Develop Web Ex presentations for state and local leaders. (CMS, CPR)</li> <li>• Continue Programming for National Dental Hygiene Month that includes a membership appreciation component \$C (CMS, CPR)</li> </ul> |
|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Objective (Secondary)</b> | <b><i>Raise awareness of the dental hygiene profession and ADHA</i></b>                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>1) Strategy</b>           | Strengthen and target media relations activities (CPR)                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Action Plans</b>          | <ul style="list-style-type: none"> <li>• Continue the Radio Media Tour \$C (CPR)</li> <li>• Host a Webex meeting for constituent and component PR chairs, Presidents, (other leaders) to learn the available PR materials. (CPR)</li> <li>• Host an open enrollment Webex meeting on website usage 101. (CPR)</li> </ul>                                                                                                                                                       |
|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Metrics</b>               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                              | <ol style="list-style-type: none"> <li>1. Establish baseline data on dental hygienists' experience with the ADHA brand pillars of empowerment, development and support at any level of contact with ADHA. (measured by qualitative and quantitative data)</li> <li>2. ADHA's staff and board will be inclusive and customer service oriented as measured by member feedback, self-assessment, and staff evaluations.</li> </ol>                                                |

## ADVOCACY GOAL

~~~~~

THE DENTAL HYGIENE PROFESSION WILL ADVANCE THROUGH EFFECTIVE ADVOCACY BY ADHA

Objective (Primary)	<i>Increase the autonomy of dental hygiene</i>
1) Strategy	Investigate the development of a dental hygiene accrediting agency (COE, COR)
Action Plans	<ul style="list-style-type: none"> • Utilize the expertise of a consultant in accreditation to conduct a comprehensive feasibility study \$ (COE) • Identify and pursue grant funding to support the feasibility study and reporting of study results (COE, COR)
2) Strategy	Expand and promote career opportunities (CRP, CPH, COE, CPR, COR)
Action Plans	<ul style="list-style-type: none"> • Expand and disseminate document describing the career opportunities in public health (CPH) • Encourage state dental directors to reach out to dental hygiene education programs about the public health CPH perspective/careers in public health (CPH) • Identify and compile a list of grants and loan repayment opportunities for dental hygienists (CPH) • Implementation of a Web presence that connects individual dental hygienists to direct access opportunities (CRP) • Create an Access supplement on alternative job settings for dental hygienists, including those outside of clinical and private practice. \$C (CPR)
3) Strategy	Support state efforts towards regulatory authority over the practice of dental hygiene (CRP)
Action Plan	Ongoing association activities
4) Strategy	Identify, collect and utilize data <i>assessing support for professional autonomy</i> (COR, CRP, COE)
Action Plans	<ul style="list-style-type: none"> • Establish and maintain databases that support national and state efforts (COR) • Design research assessing support for professional autonomy (COR) • Promote the development of research to enhance advocacy efforts (COR) • Disseminate data and research findings to support states' efforts (COR) • Evaluate standardized data collection tools (COR) • Develop an assessment tool to assist Constituents in the efficient and effective utilization of advisors, such as lobbyists (CRP)
Objective (Secondary)	<i>Increase the public's direct access to dental hygienists</i>
1) Strategy	Support the implementation of dental hygiene based workforce models (COE, CRP, COR, CPH)
Action Plans	<ul style="list-style-type: none"> • Design, conduct/promote prospective studies (COR)
Metrics	
	<ol style="list-style-type: none"> 1. Establish a baseline of member satisfaction with ADHA's support of state efforts to advance regulatory authority over the practice of dental hygiene. 2. Establish a baseline of legislative chairs' satisfaction with ADHA's support of state efforts to advance regulatory authority over the practice of dental hygiene. 3. Establish a baseline of member satisfaction with ADHA's national efforts to advance the autonomy of dental hygiene education.

- | | |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ol style="list-style-type: none">4. Establish a baseline about current professional practice through a Master File/practitioner survey (workplace settings, degree of autonomy, etc.)5. Establish a baseline of awareness about dental hygiene career pathways information provided by ADHA. |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

PARTNERSHIP GOAL

~~~~~

**ADHA AND ITS MEMBERS WILL WORK IN PARTNERSHIP  
WITH DENTISTS AND OTHER STAKEHOLDERS TO ADVANCE ORAL HEALTH**

|                              |                                                                                                                                                                                                                                                             |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              |                                                                                                                                                                                                                                                             |
| <b>Objective (Secondary)</b> | <i>Enhance collaboration with stakeholders within and outside of the dental community</i>                                                                                                                                                                   |
| <b>1) Strategy</b>           | Pursue and develop strategic alliances (BOT, Staff)                                                                                                                                                                                                         |
| <b>Action Plans</b>          | Ongoing association activities                                                                                                                                                                                                                              |
|                              |                                                                                                                                                                                                                                                             |
| <b>Metrics</b>               |                                                                                                                                                                                                                                                             |
|                              | 1. Establish a baseline of corporate partner's satisfaction with the value of their ADHA partnership (based on June 2011 survey data). A new metric about the targeted increases in this area will be established following completion of research in June. |

## OPERATIONAL EXCELLENCE GOAL

~~~~~

ADHA WILL BE A DATA DRIVEN, FISCALLY SOUND, EFFECTIVELY GOVERNED ORGANIZATION

Objective (Primary)	<i>Strengthen ADHA's technological ability</i>
1) Strategy	Enhance operational effectiveness and efficiency (Staff)
Action Plan	Ongoing association activities
2) Strategy	Identify and address ADHA's data requirements (Staff)
Metrics	
	1. Improve customer satisfaction with frequency and value of the website based on both qualitative and quantitative data.