

### **NADSA Strategic Plan 2023**

**Mission:** To advance the national development, recognition, and use of Adult Day Services (ADS).

**Vision (BHAG):** To ensure ADS is an integral part of the long-term care continuum across the entire country.

NADSA carries out the mission through efforts guided by the staff and Board of Directors (BOD). The committees of the Board of Directors are charged with carrying out and implementing the strategic priorities outlined below on the advice of the Executive Director and Associate Director of NADSA, with the approval of the Executive Committee. The below priorities represent short term and long-term priorities and are expanded in the later Committee Purpose and Goals sections.

#### **Membership**

**Focus: Member recruitment, retention and restoration.**

Current year: Increase ROI for members via town halls, membership surveys, partnering with state associations, and member engagement. Survey previous members for retention and restoration actions.

Next Steps: Update membership dues structure for single, multistate, large providers and create a plan to approach states with joint memberships. Conduct a review of benefits.

#### **Board Development**

**Focus: Promote growth of and professionalize BOD congruent with membership and industry.**

Current year: Annual Board Self-Assessment Survey, compile results and inform EC and Board, State Association development, implement BOD communications tools and retention of institutional knowledge. Develop State Association roadmap and toolkit.

Next Steps: Annual Board Self-Assessment Survey, Annual Board Nominations and elections, ongoing board development.

#### **Financial Development**

**Focus: Oversight of financial obligations and revenue growth of the Association.**

Current year: Educational Webinars, Winter Summit, Annual Conference, Membership, Strategic Partner Program expansion, Marketing Agreements, Sponsorships, Grant Proposals, Board Giving, Fundraising.

Next Steps: Annual target of 10% revenue growth and 5% increase in reserves.

#### **Grants**

Focus: Plan and orchestrate the USAging grant to promote vaccines through materials, presence at state and select national meetings, a survey on barriers to vaccines and more, and educational webinars.

Current Year: Research and apply for select grants that prioritize the core mission of NADSA.

### **Conference**

**Focus: Assistance with program development, session selection, vendor and sponsor recruitment for annual in person conference and virtual summit.**

Current year: Annual Conference, Virtual Summit Webinar Series, Data Collection education, revamp of the Fall Virtual Event and promotion.

Next Steps: Certification Program Partner

### **Education**

**Focus: To promote and professionalize ADS programs through education and collaboration.**

Current Year: Webinar topics, offering 2-3 free webinars/Town Hall and Director Certification. Revise the Fall Virtual event to prioritize those who cannot attend the Conference.

Next Steps: Develop multi-year curriculum for ADS providers (Opening, Sustaining, Payor Recruitment, Director Certification, How to Market, Advocacy, etc.)

### **Research**

**Focus: Align and collaborate with academic and public research institutions to improve the research in and around ADS.**

Current year: Standard Data Collection Project (Promote, Review, and collaborate), Recruit funding for education and sustaining Data collection project. Recruit for annual state of Science conference session. Assist with White Paper development with Marketing Committee.

Next Steps: Promote and expand data set and participation, utilize data for ADS promotion and grant proposals, promote collaboration among Academic Partners.

### **Policy/Advocacy**

**Focus: Promote ADS via national policy and advocacy efforts and translate to state roadmaps for implementation.**

Current year: State Association/Leadership development (with roadmap for state level influence), Cooperation with allied organizations, Data Collection Project use for advocacy, payor engagement.

Next Steps: Promote inclusion of ADS in Medicare programs, promote inclusion of ADS as mandated Medicaid benefit, support state association formation development, support state efforts for funding increases and policy influence as resources allow. Plan a future Policy Day in 2025 or a partnership in 2024 with another organization.

### **Marketing**

**Focus: Provide tools to Association members to promote ADS and promote Association ROI with membership including a White Paper.**

Current year: Update and disseminate ADS Infographic, bi-annual ADS industry white paper, website content review, improve NADSA store to include prior webinars, sessions, manuals, and products.

Next Steps: Social media posting campaign, annual Infographic update, bi-annual white paper updates.

### **System Opportunities**

Current year: Define and promote expansion of ADS Services to include telemonitoring, home care, transportations services, IDD programs, respite care. Seek ways to support state associations while minimizing the inherent competing financial challenges centers face when paying dues to both organizations. Promotion of use and entry in NADSA National Data Collection Project to leverage growth. Expand Strategic Partnership program (multi-level). Collaborate with existing and growing partners in and adjacent to the ADS and HCBS industry. Expand NADSA staff.

Next Steps- Expansion of models and definitions of ADS, Multi-year Educational and Professional Development Curriculum, Association growth and expansion for ADS as HCBS Platform.

### **State Associations**

**Focus: Create an outline for how NADSA can manage state associations and offer joint memberships with states.**

Next Steps: Create a structure for NADSA to manage state associations and a recruitment plan. Begin attending state meetings in select areas to recruit members and promote grant.

Annual SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)