Member Unit Effectiveness & Engagement Project

Summary of Brighter Strategies Recommendation Report & Executive Board Approved Priorities

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Agenda Item XI

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Brighter Strategies Report Summary

Provided overview of Brighter Strategies **key findings** and **recommendations** in 6 areas:

- Communications and Information Technology
- Volunteer Leadership
- Measurement and Rewards
- Member Growth and Development
- Member Engagement
- Member Unit Structure

Recommendations were classified as **quick wins**, **high impact early investment**, or **long-term projects** depending on the estimated time, cost, staff resources and member support they have/require.

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Communications and Information Technology

Goals:

Provide easily accessible member lists

Improve on-boarding of new members

Reduce burden and reliance on Section chairs to communicate information

Recommendations:

Improve availability of information re: unit goals and activities

Communication guidelines and new member on-board process

Replace APHA Connect

Create communications specialist/increase use of liaisons to aid in cross-unit collaboration

Better integrate communication tools with social media

Volunteer Leadership

Goals:

Better support leaders

Provide more uniform APHA experience regardless of member unit affiliation

Recommendations:

Transfer of knowledge system between outgoing and incoming leaders and create leaders handbook

Ensure section leaders are known and educate members on leaders responsibilities

More events to engage with leaders

Targeted leadership training

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Measures and Rewards

Goals:

Stop rewarding on member unit size alone

Expand recognition of members

Recommendations:

Diversify "rewards"
- Base on community action, strategic alignment, member engagement

Growth and Development

Goals:

Continue to promote networking and skill sharing among members

Increase APHA advocacy capacity

Increase mentoring opportunities

Recommendations:

Build state and local advocacy strength and build on federal advocacy
- Create a network able to "act fast" on key issue

Develop comprehensive mentoring program

Increase peer learning opportunities

Promote both qualitative and quantitate research at AM

Member Engagement

Goals:

Provide additional opportunities for members to connect

Enable new members to better engage

Recommendations:

Conduct more interactive meetings and revisit regional meetings

Improve outreach to new members
- Provide leaders with new member roster
- Collect info on new member areas of interest to target outreach

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Member Unit Structure

Goals:

Continue to enable "place for all"

Ease cross-sectional collaboration

Better enable ability to address key and emerging PH issues

Recommendations:

Realign units to reflect unit choice- as strategic unit, cross disciplinary units, community units

- All equal, but with different objectives

Implement system to sunset issues that represent topic that is no longer relevant or have continues low levels of engagement

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Member Unit Effectiveness Feasibility and Priority Committee (MEFPC)

Composed of members from Executive Board and MUEEP Advisory Committee + Staff

Asked by Executive Board to:

1) Review report and recommendations considering **feasibility**, **timing**, **finance**, **staffing** and **governance** implications

2) Develop a plan of **which measures to adopt** that includes **sequencing**, **timing** and **rationale**, as well as assist with **communications plan**
   - Seeking "biggest bang for buck"

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Process

- Members were divided into 5 subcommittees to address one of the organizational areas outlined in the MUEEP final report
  - Communications and IT
  - Measurement and Rewards
  - Member Engagement
  - Member Growth and Development
  - Volunteer Leadership

- Subcommittee meetings were held outside of the full Committee meetings

Process Continued

Please Note

The Committee did not address the recommendation related to member Unit Structure. It was agreed that would-be put-on hold until the Association addressed the other organizational areas.

Process Continued

Subcommittee Assignments:

- Review and analyze the recommendations under each of the 5 organizational areas.

- Consolidate recommendations where appropriate.

- Prioritize the recommendations for full Committee review and discussion.

- Final Subcommittee reports can be found in Appendices A – E of the MEFPC report to the EB

Recommendations and Prioritization

- The Committee began by reviewing 35 recommendations across all organizational areas.
- Through consolidation the list was trimmed to 28 recommendations.
- The Committee was asked to select **what they felt** were the top ten priorities across all organizational areas.

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Top Priorities

- Replace APHA Connect with a more user-friendly tool and create an easily accessible landing page for APHA members. *(Organizational Area - Communications and IT)*

- Create a transfer of institutional knowledge process between outgoing and incoming leaders. Create a clear and transparent process to help elected leaders who are unable to deliver to step down, and for a new leader to be elected. Provide current and potential leaders more guidance through a member unit-level leader handbook. Provide more targeted leadership training. *(Organizational Area - Volunteer Leadership)*

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Top Priorities

- Integration of the several data systems which hold a variety of information about members and their engagement. *(Organizational Area - Member Engagement)*

- Create a structured process to onboard new members focusing on navigating APHA and getting value out of their membership and ensure the information on each unit, subunit, strategic goals, and activities, and how to get involved is readily available to both current and new members. *(Organizational Area - Communications and IT)*

Top Priorities

- Develop a comprehensive approach to connecting members with mentors. *(Organizational Area - Growth and Development)*

- APHA should diversify "rewards." *(Organizational Area - Measurement and Rewards)*

- Educate members about who their leaders are and what they do. Provide more information about potential leaders on election day. Hold more regular opportunities to engage with leaders. *(Organizational Area - Volunteer Leadership)*

Top Priorities

- Units should be rewarded for promoting the vision and mission of APHA. *(Organization al Area - Measurement and Rewards)*

- Offer more speed mentoring programs throughout the year. *(Organizational Area - Growth and Development)*

- Have a specific staff position established to direct and guide new members. *(Organizational Area - Member Engagement)*

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Remaining Recommendations

The following are the recommendations the Committee did not rank in the top ten, but very strongly believe they should be given every consideration and included in the mapping of the implementation plan:

– Build on APHA's strength with federal advocacy so that APHA can elevate its voice at the national level. *(Organizational Area - Growth and Development)*

– Provide leaders with a monthly list of new members to support outreach within the units and announce new members on a monthly or quarterly basis. *(Organizational Area - Member Engagement)*

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Remaining Recommendations

- Hold regular (monthly/quarterly) orientations for new members. *(Organizational Area - Member Engagement)*

- Hold more leader-to-leader events. *(Organizational Area - Volunteer Leadership)*

- Conduct more interactive meetings. *(Organizational Area - Member Engagement)*

- Create and communicate guidance for internal communication and refine communication specialist volunteer positions in each unit. *(Organizational Area - Communications and IT)*

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Remaining Recommendations

- – Create more unit liaison roles to help with cross-cutting goals and priorities. *(Organizational Area - Communications and IT)*

- – Educate members about APHA leaders. *(Organizational Area - Volunteer Leadership)*

- – Ensure the APHA Annual meeting encourages qualitative research presentations equally. *(Organizational Area - Growth and Development)*

- – Create a rapid response system. *(Organizational Area - Growth and Development)*

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Remaining Recommendations

– Integrate communications with social media tools people already use, with an emphasis on LinkedIn. *(Organizational Area - Communications and IT)*

– Units should be rewarded for community action. *(Organizational Area - Measurement and Reward)*

– Units should be rewarded primarily for member engagement and development. *(Organizational Area - Measurement and Rewards)*

Remaining Recommendations

- Facilitate more peer learning opportunities with experts. *(Organizational Area - Growth and Development)*

- Offer more Continuing Education Units (CEUs). *(Organizational Area - Growth and Development)*

- Build additional state/local advocacy strength and provide guidance on a coordinated strategy with local advocates. *(Organizational Area - Growth and Development)*

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Remaining Recommendations

– Collect data at the time of registration to understand new members' interests and follow-up with connections to the appropriate APHA member unit/leaders. *(Organizational Area - Member Engagement)*

– Conduct regional meetings that are more cost accessible to members. *(Organizational Area - Member Engagement)*

Icon Designations

The following icons colored green, yellow or orange can be found throughout the Brighter Strategies and MEFPC reports:

The icons in the reports might differ in color due to the work of each subcommittee. MEFPC Subcommittees were asked to confirm Brighter Strategies designations and make revisions when appropriate.

Icon Designations

TIME		Implementation could take 1-6 months
		Implementation may take 6-12 months
		Implementation may take 1-3 years
IMPACT ON APHA STAFF		If the recommendation is implemented, staff will engage in a short-term project, or management of a consultant (e.g., web developer), and/or the recommendation will reduce work for staff in the long-run.
		If the recommendation is implemented, a medium amount of work will be created for the staff over the long-term (e.g., coordination of more unit volunteer positions over the long term).
		Execution of this recommendation will require significant effort from staff over the long-term and should be built into job descriptions and roles. This might also include hiring additional staff.

Icon Designations cont.

COST	$ (green)	Staff supported implementation that will require little to no financial investment
	$ (yellow)	Small financial investment will be required, likely under $20,000
	$ (orange)	Significant financial investment will be required, likely over $20,000 *A note on financial burden vs. staff: in some cases, the financial burden could move from a staff cost (people) to a consultant cost (dollar sign), depending on how APHA chooses to implement. For the purposes of this analysis, we consider a long-term project as staff responsibilities.*
MEMBER SUPPORT	👍 (green)	Our data suggests over 75% of members agree with this recommendation
	👍 (yellow)	Our data suggests 60% - 74% of members agree with this recommendation
	👍 (orange)	Our data suggest 45-59% of members agree with this recommendation

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Next Steps

- Executive Board approved the MEFPC recommendations on May 3, 2021
- Executive Director has directed staff to develop a comprehensive and realistic mapping and integration plan of all the recommendations outlined in the report of MEFPC based on the availability of resources (both staff and monetary).
- A group of members outside of the Executive Board will be convened to monitor the implementation process and serve as a conduit to the membership.
- Continued engagement/opportunities for members to provide feedback and help fill in the details planned over summer, at 2021 Annual Meeting, and beyond
  - Listening/planning session
  - Focus groups
  - Surveys

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Key Takeaways

This will be a long-term process (multi-year)

Members will be engaged throughout and we want your feedback!
- Details will be provided and decisions made by members

QUESTIONS?