

July | 13

## MSCSW Strategic Plan 2013-2014:

*Local Voice for Clinical Social Workers.*

The Missouri Society of Social Work has recently celebrated its 31<sup>st</sup> year as an organization committed to Clinical Social Workers in Missouri. The organization has experienced several changes in the past few years including an increased membership, larger financial surpluses and a new executive director. With these changes, the MSCSW board made the decision to revisit its strategic plan and formalize a one-year strategic plan for the 2013-2014 year. This one-year strategic plan is the first formal strategic plan created by the organization and is intended to be updated in one year.

***Prepared by Jesse Berg, LMSW - July, 2013***  
***Executive Director, MSCSW***  
***JesseJberg@gmail.com***

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## Process of Strategic Planning

<i>Strategic Planning Participants</i>	
Albert Barton, <i>Treasurer</i> Jesse Berg, <i>Executive Director</i> Steve Franklin, <i>Advocacy Chair</i> Mike George, <i>President</i> Shelly Justison, <i>Education Chair</i>	Vince Marino, <i>Secretary</i> Kathleen McMullan, <i>General Member</i> Linda Pevnick, <i>Membership Chair</i> Mariel, <i>Practicum Student</i>

### ***Strategic Planning Meeting, July 20<sup>th</sup>, 2013 – 1:00PM – 5:00PM***

The four-hour strategic planning meeting took place at the Cancer Support Community off of Old Des Peres Road in St Louis County. Every board member except Cindy Badamo attending this meeting. Participants brought food, drinks and notebooks. The MSCSW bylaws and organization history was briefly reviewed and discussed. Next, the organization's mission, vision and values were discussed and created. Participants then participated in a SWOT analysis in regarding to the MSCSW. Finally, key issues and action plans were created.

**History of MSCSW (taken from website)**

The Missouri Society for Clinical Social Work grew out of a national grassroots movement to promote, protect and advocate for clinical professionals. In 1970, six state societies formed the National Federation of Societies for Clinical Social Work, now known as the Clinical Social Work Association. Out of that movement, many new state societies were organized, including the MSCSW in 1982.

Through an organized information campaign, MSCSW was instrumental in establishing licensure for Master’s level Social Workers in the state of Missouri in 1989.

Today we are working to protect our profession and licensure by monitoring state and federal legislation and regulatory activity. In addition, we are working to advocate for our clients and the Clinical Social Work profession in the insurance industry.

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## MSCSW Stakeholders

### **Members**

Members make up the largest component of the MSCSW and act as the organization's biggest customer. Members are often recruited to provide services such as facilitating workshops, volunteering on the board and acting as consulting experts; on the other hand members are participants in continuing education workshops, beneficiaries of organizational programs and principal users of MSCSW services such as consultation. All members pay an annual fee for membership, and much of the membership has been involved with the agency for several years. Members tend to make up at least 90% of program participants based on rough data from the 2012-2013 education year. During that year there were a little over 100 members.

### **Non-Member Students**

Non-member students have historically been welcome to attend trainings for a fee of \$25/ class (to be increased to \$35 in upcoming year). Their participation in the MSCSW tends to be limited to participation in monthly continuing education workshops. These students made up roughly 10% of program participants in the 2012-2013 year.

## Mission, Vision & Values

### Vision

A vision statement expresses an organization's ideal outcome in the long term. While the mission statement is more specific and realistic, the vision statement is often grandiose, optimistic and describes what an organization is working towards. The MSCSW board has developed the below vision:

**“Local Voice for Clinical Social Workers”**

### Mission

An organization's mission statement usually stems from the vision, but provides additional details and specifics. Mission statements describe the services an organization provides, the target population and how these services are delivered. Often the mission statement also expresses the organizational culture of the agency. The MSCSW board has developed the below mission statement:

**“Supporting Licensed Clinical Social Workers through Collaboration, Advocacy and Education”**

### Values

An organization's values statement describes “how” services are delivered. Values often indicate an organization's philosophy, organizational culture and deeply held beliefs about delivering services. The MSCSW board developed values in line with the three components of its mission statement:

#### **Collaboration**

- Mutual support
- Professional and personal networking
- Mentoring

#### **Advocacy**

- Advocacy for the professional Clinical Social Worker
- Development and maintenance of Clinical Social Work standards
- Representation at the State Committee

#### **Education**

- Provision of quality affordable continuing education
- Diversity of topics relevant and applicable to members' practice

## SWOT Analysis

### Definition

The SWOT analysis is intended to map out strengths and weaknesses in both an organization's internal and external environment. This analysis assists in the identification of issues and the realistic and relevant planning for future goals and objectives of the organization.

### Internal Strengths

The MSCSW's biggest strength may be its membership; this membership is composed of an experienced and knowledgeable group of professionals within the field of clinical social work. Related to the membership is the MSCSW board which is composed of active members who volunteer to take on the administrative and organizational tasks involved in running the MSCSW programming. This board is very active, connected to others in the field and experienced.

The MSCSW also has a very specialized niche market: continuing education. As a state sanctioned continuing education provider, the MSCSW is one of the few organizations that offers continuing education classes for mental health professionals. The workshops and presenters that the MSCSW offers have been of high caliber and respected in their fields, reviews of continuing education classes offered by the MSCSW have been high (an average of 4.7 out of 5 points according to evaluations). The MSCSW operates with a financial surplus, which allows the organization room for growth in programming.

Finally, the MSCSW has a strong history of providing educational workshops and advocacy to its membership. Founded in 1982, the organization boasts a legacy that is reflected in both its membership and quality of programming it offers.

### Internal Weaknesses

While membership is one of MSCSW's greatest strengths, it also represents an area of weakness. Many MSCSW members are not active in the organization; there are many members who do not participate in programming, networking events or other MSCSW opportunities. There are no committees in which for members to participate at this time and no clear ways to engage with planning MSCSW initiatives other than board membership. Additionally, the board represents a potential weakness. Many of the board's leaders have been involved in the organization for many years and have mentioned their desire to retire in the near future. The MSCSW does not have a "succession plan" at this time should members of the board decide to retire.

Another weakness of the MSCSW is the fact that it is not well known among newer social work graduates. In comparison to NASW, which is integrated into social work curriculum, the MSCSW is largely overlooked by social work graduates and professors. Finally, the MSCSW does not have a permanent location which may represent a weakness should the Cancer Support Community decide to not allow the MSCSW events to be held on their campus.

### **External Opportunities**

The MSCSW has many opportunities in terms of offering educational programming to mental health professionals. As one of the limited educational organizations sanctioned by the state to offer continuing education for mental health professionals, the MSCSW could expand its educational offerings and foreseeable have a large audience of students needing continuing education of license renewal. The MSCSW has an opportunity to offer services directed specifically at Clinical Social Workers who may be unhappy with the educations/advocacy/ other services provided by NASW. The organization also has the opportunity to develop stronger relationships with local universities in order to increase/diversify membership and expand its network.

### **External Threats**

Other organizations that offer continuing education such as NASW may be threats to the MSCSW. The economy in general can be a threat to the organization, and changes in Medicare and other policies could also affect the MSCSW in negative ways.

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## MSCSW Strategic Issues

Strategic Issues can be loosely defined as unresolved questions that need to be clarified and acted upon in order for an organization to function effectively and efficiently. These issues are strategic in that they take into account possible future events and circumstances that can pose challenges or opportunities for the organization.

As a result of the strategic planning meetings, four general priorities were identified as key issues for the MSCSW in the 2013-2014 year: Membership, Community Collaboration, Advocacy and Education. Each priority was broken down into specific desired outcomes. Corresponding action steps and measures were developed for each outcome.

Priority	Goal	Action	Measure
Membership	<b>Active Committees</b> The following committees will be established with a membership of at least 3 per committee and begin meeting quarterly: 1) Membership (Al & Linda) 2) Community Collaboration (Mike) 3) Education (Shelly) 4) Legislation (Steve)	- Jesse will distribute emails/announcements in order to recruit and outreach members for committees.  - Board members will develop, organize and coordinate their corresponding committees	- Announcements in each CE - Email at least 3 times by May 1st - All committees established by July 1 <sup>st</sup> , 2014
	<b>Social Events</b> The MSCSW will offer at least 4 social events per year.	- Education committee (led by Linda) will organize 3 additional events.	- 4 social events will be held during the year of 2013-2014.
	<b>Member Discussion During CE</b> At least one member per CE will announce an event or other LCSW related news during CE.	- Jesse will offer time for members to share  - Jesse will ID and outreach members to announce prior to CE	- At least one member will have made announcement by 11/30/13
	<b>Increased Transparency</b> Members will have access to 100% of MSCSW notes.	- Jesse will post notes to website  - Vince will take notes in clear and simple manner	- 100% of notes to be posted to website by 10/30/13 - 100% of notes to be uploaded within 30 days of meeting.

	<p><b>Increased Recent Graduate Membership</b> The MSCSW will have a substantial proportion of MSW/LMSW members.</p>	<ul style="list-style-type: none"> <li>- Mike will continue to mentor practicum students</li> <li>- Mike will outreach and engage career development folks</li> <li>- Linda will outreach social work schools</li> <li>- Al will take individuals out to lunch</li> </ul>	<ul style="list-style-type: none"> <li>- The MSCSW will have 10-20 new MSW/LMSW members by July 2014.</li> </ul>
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Priority	Goal	Action	Measure
<b>Community Collaboration</b>	<p><b>Information at Universities</b> Information about the MSCSW will be available at 3 schools of social work in the St Louis area.</p>	<ul style="list-style-type: none"> <li>- Mike/committee will outreach and develop relationships at social work schools</li> <li>- Educational committee will sustain relationships with social work schools.</li> <li>- Jesse will develop marketing/informational materials to be distributed at schools.</li> </ul>	<ul style="list-style-type: none"> <li>- At least one marketing material available in public area of each of the three social work schools by May 2014.</li> <li>- ID at least one key staff/faculty at each of the three social work schools by July 2014</li> </ul>
	<p><b>Student Liaison</b> The MSCSW will have one student liaison at each school of social work.</p>	<ul style="list-style-type: none"> <li>- Student Liaisons will have free membership</li> <li>- Mike will outreach liaisons</li> <li>- Board and Education committee will outreach liaisons.</li> </ul>	<ul style="list-style-type: none"> <li>- 1 student liaison will be identified per social work school by July 2014</li> <li>- Each student liaison will attend at least 1 board meeting by July 2014.</li> </ul>
	<p><b>Education Partner</b> The MSCSW will partner with one organization to offer an educational event.</p>	<ul style="list-style-type: none"> <li>- Education Board will outreach schools and other orgs to begin planning an event</li> </ul>	<ul style="list-style-type: none"> <li>- At least one event planned by July 2014</li> <li>- One event by July 2015</li> </ul>

Priority	Goal	Action	Measure
Education	<b>Quality Presenters</b> All workshop slots will have quality presenters for the 2013-1014 year.	- Education committee will outreach and will get commitment from presenters.	- 100% of workshops will have presenters.
	<b>Attendance</b> MSCSW will maintain attendance at educational events.	- Jesse will advertize events via email, fliers and word of mouth. - Board will hang fliers and use work of mouth to advertize	- An average of 26 participants per education event.
	<b>Quality</b> MSCW members and other program participants will be satisfied with quality of presentations.	- Jesse will collect evals. and report averages to board	- 8/10 (80%) of continuing education events will have an average of at least 4.5 according to evals.

Priority	Goal	Action	Measure
Advocacy	<b>State Committee Presence</b> The MSCSW will be represented at the state committee.	- Legislation committee will attend State Committee Meetings - Legislation committee will provide updates to Jesse - Jesse will send legislation updates to membership via email or newsletter.	- An MSCSW member will be present at 75% of committee meetings in year of 2013-2014 - At least 2 "legislative alerts " will be disseminated to members 2013-2014
	<b>Ethic Discussions</b> The MSCSW will pilot an ethics discussion using its list serve.	- Mike will develop ethic questions - Jesse will disseminate ethics questions and encourage participation.	- The ethics discussion will be piloted by March 2014.
	<b>Optimized Platforms for Discussion</b> The MSCSW will optimize its ability to host discussions and advocacy efforts.	- Jesse will develop a medium for discussions/advocacy online such as a blog, list serve or other.	- At least one system for discussions among membership will be piloted by January 2014

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