

## We will be a powerful political voice

- Increase hard dollar/soft dollar political activity
- Increase individual PAC contributions by establishing a small-donor outreach campaign
- Enhance experience of PAC contributors through dedicated programming
- Execute a grassroots strategy that produces localized member information and resources to advance association legislative priorities

## We will be a leading policy voice

- Focus on high-priority legislative goals in 2020
- Implement innovative communications strategies to support advocacy work
- Advance strategic relationships with targeted legislative leaders and the executive branch

## We will innovate to improve member reimbursement outcomes

- Successfully charter the Iowa Health Care Quality Partners Network
- Design a value-based purchasing add-on program for SNFs approved by the board
- Develop accountability measures designed to measurably improve MCO transparency and provider payment/claims accuracy
- Establish formal protocols for expedited collection and aggregation of member claims/payment data for rapid deployment to address adverse member claims incidents

## We will innovate to improve quality and regulatory outcomes

- Increase the number of members achieving national and state Quality Initiative goals
- Increase ongoing member engagement with AHCA/NCAL Quality Awards Program
- Develop educational programming that helps members create systematic quality improvements that promote increased clinical competencies and skills
- Effectively collaborate with state and federal regulators to improve care delivery and patient experience without increasing regulatory burden for each member division

## We will innovate to develop solutions to member workforce challenges

- Expand the number of community college nursing programs that offer clinicals through IHCA member buildings
- Expand the number of IHCA members approved to teach online CNA training
- Research and connect members with refugee populations for potential employment opportunities
- Identify new or unique system-wide retention strategies and make available to members
- Establish additional member peer groups by job classification to enhance communication and connectedness for member segments
- Review and realign the IHCA Foundation funds distribution strategy to better address the profession's workforce challenges

## We will deliver a clear, consistent and reliable voice for long-term care in Iowa

- Research and develop recommendations to enhance association branding
- Strengthen media relationships to support efforts to improve the image of the profession statewide
- Expand social media efforts to enhance the utilization of IHCA products and services
- Develop and implement a communications plan and materials to improve existing and prospective awareness of IHCA member benefits

## We will be an ethical, fiscally responsible and growing organization

- Expand membership levels consistent with budgeted targets
- Expand convention/education revenues consistent with budgeted targets
- Expand other non-dues revenues consistent with budgeted targets