



# **Massachusetts Assisted Living Association Strategic Plan**

## **Adopted by the Board of Directors, November 15, 2018**

**Mission Statement:** To lead the assisted living industry in its service of seniors through advocacy, education, operational support, and enhanced growth opportunities.

### **Strategic Goal #1**

To enhance the quality and scope of educational programs, services, and information.

### **Strategic Goal #2**

To engage the membership through events, networking, and communication.

### **Strategic Goal #3**

To advocate for assisted living providers by shaping legislation and regulations and helping members adapt to those changes.

### **Strategic Goal #4**

To recruit and develop the workforce by promoting assisted living as an attractive and viable career path.

### **Strategic Goal #5**

To overhaul the bylaws and streamline governance to enhance organizational productivity while integrating best practices.

***Operational actions were determined as steps to achieve each goal.***

### **Strategic Goal #1: To enhance the quality and scope of educational programs, services, and information.**

#### *Operational Actions*

1. a. Enhance the assisted living industry knowledge of Mass-ALA staff.
1. b. Enhance the tools and support provided to assisted living staff.
1. c. Conduct needs assessments of the membership and their educational preferences.
1. b. Explore options for engaging providers' executive and upper management staff with round tables and education.
1. d. Partner with specialized industry experts to offer trainings.

**Strategic Goal #2: To engage the membership through events, networking, and communication.**

*Operational Actions*

2. a. Consider re-activating the regional leadership councils or creating a new form of regional member engagement.
2. b. Consider convening Executive Director roundtables.
2. c. Host in-person networking events.
2. d. Consider creating a peer matching, mentoring, or networking program.
2. e. Survey high level executives about industry trends and how to address them.
2. f. Host roundtables on high-level issues of concern.
2. g. Facilitate speed networking for vendors and assisted living residence staff.

**Strategic Goal #3: To advocate for assisted living providers by shaping legislation and regulations and helping members adapt to those changes.**

*Operational Actions*

3. a. Advocate for members and staff to be appointed to state entities and community aging organizations.
3. b. Develop relationships with key stakeholders.
3. c. Reenergize the political action committee.
3. d. Inform members of Mass-ALA's advocacy efforts.

**Strategic Goal #4: To recruit and develop the workforce by promoting assisted living as an attractive and viable career path.**

*Operational Actions*

4. a. Consider developing promotional materials for workforce development.
4. b. Research social media advertising opportunities and the projected returns on investment.
4. e. Inform the membership of new sources of labor supply and resources for workforce development and retention.
4. f. Consider conducting a wage survey by geographic location and job type.
4. g. Consider producing promotional videos about the assisted living industry.
4. h. Collaborate with Argentum's workforce development staff.

**Strategic Goal #5: Overhaul the bylaws and streamline governance to enhance organizational productivity while integrating best practices.**

*Operational Actions*

5. a. Streamline the governance model including the board, committees, and decision-making processes.
5. b. Empower the CEO and enhance staff expertise.
5. c. Rigorously define which entities constitute our member market.
5. d. Consider adopting the best ideas and programs from other state assisted living associations.