

STRATEGIC PLAN 2020-2022

MISSION STATEMENT:

The National Adult Protective Services Association's mission is to strengthen Adult Protective Services programs in order to improve the safety and quality of life of APS clients, as defined by state statute, who are victims of abuse, neglect, self-neglect, or financial exploitation.

Please note: Metrics reported annually unless otherwise indicated. Report distributed prior to annual board meeting for review and discussion at in-person meeting.

STRATEGIC GOAL 1—OPERATIONS:

Maintain NAPSA's infrastructure in order to operate an effective, efficient, and inclusive membership organization.

SUPPORTING OBJECTIVES:

1. Operationalize the directives of the board.
 - a. Support and maintain committee structure and work
2. Increase/create revenue streams and memberships to further NAPSA's growth and achieve sustainability.
 - a. Identify sustained ongoing revenue stream
 - b. Seek consultation on grant opportunities*
 - c. Develop reserve fund*
3. Annually review NAPSA's organizational structure and governing policies and procedures and implement changes.
4. Annual review and evaluation of NAPSA staff.
5. Annual review of NAPSA Consultants, contractors, and affiliates (e.g. NIEFE/FEAB).

Metrics:

1. Policy review completed – Y/N – *Executive Director/Executive Committee*
2. Staff evaluations completed – Y/N – *Executive Director/Executive Committee*
3. Consultants, contractors, and affiliates (e.g. NIEFE/FEAB) evaluations completed – Y/N – *Executive Director/Executive Committee*
4. Number of new revenue sources identified – *Assistant Director/Bookkeeper*
5. Percent increase to overall annual budget (revenue/expenses) - *Treasurer*
6. Percent revenue from annual conference (sponsorships/registration) – *Assistant Director/Bookkeeper*
7. Percent growth of reserve fund* - *Treasurer*
8. Hire grant/development consultant* - *Executive Director/Executive Committee*

STRATEGIC GOAL 2—PUBLIC POLICY & ADVOCACY:

Strengthen Adult Protective Services programs through leadership, advocacy, and support for national legislation and policies to eliminate adult abuse and improve the safety and quality of life of APS clients, as defined by state statute.

SUPPORTING OBJECTIVES:

1. Advocate for Adult Protective Services programs to support their work on behalf of APS clients.
2. Advocate at the national level for renewal, funding, and support of adult abuse, neglect, self-neglect, and financial exploitation-related legislative actions by working with Congress, executive administrations, and state legislatures to structure and pass laws that support the mission.
3. Maintain and increase strategic partnerships at all levels (state, federal, private, public, etc.).
4. Educate partners, policymakers, stakeholders, funders and media about APS programs and elevate NAPSA's work on these issues.
5. Provide analysis of legislation impacting the safety and quality of life of adults who are victims of abuse, neglect, self-neglect, or financial exploitation.

Metrics

1. Number of legislative and executive branch actions (e.g. bills, amendments, regulations, reports) monitored – *National Policy Team*
2. Number of legislative, executive branch, and relevant partners contacts made (new and recurring) - *National Policy Team*
3. Number of policy related products made available to NAPSA board, members, and others - *National Policy Team*

STRATEGIC GOAL 3-PROGRAM STANDARDIZATION AND PROFESSIONALIZATION

Inform and prepare APS programs to deliver high quality services to APS clients as defined by state statute. Enhance field readiness for potential federal APS regulations in policy, training, research, etc.

SUPPORTING OBJECTIVES

1. Develop white papers to support practice standards within APS programs based on expert consensus, research, and best practice principles.
2. Provide structure and staffing to facilitate the work of relevant committees and advisory boards (e.g. Research to Practice (R2P), Education, Conference, FEAB) to inform program improvement and standardization.
3. Annually deliver professional development events in multiple forums (e.g. conference, summit, World Elder Abuse Awareness Day (WEAAD), webinar, etc.)
4. Provide technical assistance to committees, members, partners and the field at large.

STRATEGIC GOAL 3A-RESEARCH TO PRACTICE

Expand evidence-based and evidence-informed APS practices, as well as the body of existing APS practice-informed research by contributing to research and strengthening the partnership between researchers and APS practitioners.

SUPPORTING OBJECTIVES:

1. Contribute to research on abuse, neglect, self-neglect, and financial exploitation of older adults and adults with disabilities and APS.

2. Facilitate linkages to members and other stakeholders to assist in the collection, analysis, and dissemination of comprehensive data on APS programs, clients, practices, services, administration, and outcomes through standardized research methods.
3. Disseminate relevant research findings through resources such as annual conference, summit, webinars, blogs, briefs or journal club.
4. Contribute to research conducted by collaborating organizations.

Metrics

1. Number of research-based webinar, blogs, briefs developed and delivered – *R2P Interest Group*
2. Number of R2P webinar attendees Year 1. Year 2 determine if increased attendance is the goal. – *R2P Interest Group*
3. Number of research-related workshops at annual conference – *Assistant Director/Executive Director*
4. Number of times NAPSA facilitated researcher linkage to members and stakeholders (e.g. New Editions Outcome Study), developed APS-based research questions, collaborated on research design (*open-ended narrative*) – *R2P Interest Group, Executive Director/Assistant Director*

STRATEGIC GOAL 3B-PROFESSIONAL DEVELOPMENT

Support the development of increased skills, knowledge, and abilities of APS professionals and multi-disciplinary partners throughout the country and beyond by promoting, developing and disseminating high quality training, networking and professional development opportunities.

SUPPORTING OBJECTIVES:

1. Facilitate collaboration between APS and allied professionals to promote multi-disciplinary approaches to the prevention of abuse, neglect and exploitation and the intervention and provision of services for adults who are victims of abuse, neglect, self-neglect, or financial exploitation.
2. Facilitate collaboration between APS and the financial services/financial institutions to promote the prevention of financial exploitation and the intervention and provision of services for adults who are victims of financial exploitation.
3. Support and disseminate professional training opportunities and materials related to abuse, neglect, self-neglect, and financial exploitation of older adults and adults with disabilities to APS and allied professionals. Potential examples/projects may include:
 - a. Make *NAPSA's Introduction to APS: A Guide for Community Partners* ("APS 101") available to the field and multi-disciplinary partners such as the aging network, law enforcement, etc.
 - b. Identify partner(s) to help in dissemination of APS Safety Training module developed by Arizona APS (in-person and online components).
 - c. Expand work on record/data sharing between APS and financial services/financial institutions.*
 - d. Work with academic institutions to encourage inclusion of higher education curricula related to the abuse, neglect, self-neglect, and financial exploitation of older adults and adults with disabilities.*
4. Maintain and promote the NAPSA Certificate Program for APS professionals/practitioners as a self-sustaining program.
 - a. Explore development of an educational track and "recognition of training completion" for allied/non-APS partners (e.g. based on *NAPSA's Introduction to APS: A Guide for Community Partners* (APS 101), relevant APS Core curriculum, and relevant partner resources/trainings).*

Metrics:

1. **Certificate Program** – *Certificate Program Lead*
 - a. Certificate program self-sustaining – increase in number of applications and number of completions.
 - b. Outcome data from annual survey of people who completed the certificate program.*
2. **APS Training to States/Counties** – *Education Committee, APSWI*
 - a. Number of trainings developed and revised (core, advanced, supervisor).
 - b. Number of core eLearning courses completed via Academy for Professional Excellence/SDSU.
 - c. Outcome data from a survey on the number of states/counties using instructor-led core competency trainings.*
3. **Conference** – *Assistant Director, FEAB*
 - a. Total number of conference attendees, total number of summit attendees.
 - b. Number of partner agency attendees and presentations at annual conference, summit, WEADD event.
4. **Webinars, blogs, briefs** – *Assistant Director/Executive Director*
 - a. Number each of webinars, blogs, briefs completed (not including Public Policy & Advocacy and R2P Interest Group)
 - b. Total number of webinar attendees
 - c. Multi-disciplinary partners/allied professionals attending webinars (open-ended snapshot of organizations/agencies/sectors)

STRATEGIC GOAL 4-MEMBERSHIP & COMMUNICATIONS

Increase knowledge and awareness of NAPSA member benefits and activities to sustain current membership and cultivate future growth to include multiple disciplines and diversity across age, culture, gender, etc.

SUPPORTING OBJECTIVES

1. Develop and utilize consistent messaging re: NAPSA mission, goals, membership benefits and activities across platforms.
 - a. Draft press releases and social media posts on NAPSA activities.
 - b. Provide feedback and guidance on website improvements (e.g. website content and re-design).*
2. Identify/develop NAPSA member benefits and promote benefits and activities using website, webinars, annual conference, social media and newsletter.
3. Develop an inclusive volunteer recruitment, training and recognition program*
4. Identify and respond to unaddressed needs of current membership*

Metrics:

1. **Membership**
 - a. Number of activities promoting membership (e.g. videos) – *Membership Committee*
 - b. Percent increase in NAPSA members - *Bookkeeper*
 - c. Number of activities identifying and supporting the needs of membership (e.g. regional calls, RRAB activities, P2P calls, conference listening sessions, etc.) – *Assistant Director/Executive Director*
 - d. Member survey – include demographic questions to measure profession and other

diversity measures (age, culture, gender, etc) and needs/gaps* - *Membership Committee, NAPSA Staff*

2. **Communications** - NAPSA presence on traditional and social media as measured by:
 - a. Number of tweets/retweets – *Communications Committee Chair*
 - b. Number of social media posts/"likes"/sharing – *Communications Committee Chair*
 - c. Number of press releases – *Communications Committee Chair*
 - d. Number of online newsletters – *Assistant Director*
 - e. Website hits – *Assistant Director*
 - f. Other website improvement activities* - *Assistant Director/Communications Committee Chair*