



2022-2024 Strategic Plan

Strategic Plan Committee Members:

Gavin Attwood
Carrie Collins-Fadell
Chas Haynes
Robert Karol
David King
Geoffrey Lauer
Colleen LoGrande
Janice Megel
Peggy Reisher
Margaret Roberts

Consultant and Facilitator:

Cindy Grubenhoff, In the Know LLC

Vision, Mission, Values

VISION – Big picture statement, ultimate goal (WHY we do what we do)

That all persons with a brain injury thrive in their community

MISSION – What your organization does (HOW we do what we do)

Building state and national capacity to create a better future alongside individuals affected by brain injury.

VALUES – The belief system that guides your approach (the WAY in which we do our work)

1. Integrity: being dependable and following through on commitments
2. Excellence: modeling a positive example as we pursue high expectations
3. Collaboration: actively listening and working together for a common purpose

Reasons to Complete Strategic Planning:

- To set a strong foundation for growth and give USBIA a blueprint to follow for future success
- To help prioritize: it's just as important to decide what we aren't going to do – and how to “stay in our lane” so we don't try to be all things to all people
- To have a clear and concise plan that we will USE – not an exhaustive novel that will sit on a shelf collecting dust
- To outline what big things we're going to do and when, while providing some guardrails to avoid distractions
- To have a concrete plan so we're all on the same page and moving in the same direction
- To Tackle the opportunities and challenges that will help take the organization further

SWOT Analysis



STRENGTHS

- Many leaders within the BI community
- Experience and longevity, strong programs in our states
- Dedicated chapters and chapter leaders
- Isn't another national organization that does what we do
- This group really understands BI
- Collaborative spirit
- Focus on our mission and values independent of external for profit influences

WEAKNESSES

- Decrease in state membership = Decrease in funding
- Lack of leaders in the pipeline
- Succession planning
- Lack of fundraising outside of state membership
- Lack of external understanding how we're different than BIAA
- Not all members understand the value of their membership and the expertise available
- Not all members have the capacity to network fully with other members to get all the benefits of that membership
- Capacity of the leaders to help states, services provided by volunteers who are busy leading their own organizations
- Financial status of the state organizations

OPPORTUNITIES

- Tap into those who are now retired to encourage them to be active in USBIA
- Diversification of our revenue streams
- Learning from each other
- How to work more closely with BIAA and NASHIA
- Diversity in our board membership and other engagement
- Unified voice in DC
- Working with other orgs (epilepsy foundation, brain tumor orgs, rehab psychology) with overlapping interests to collaborate more broadly
- Emerging spotlight on cognitive disorders due to COVID-19
- Working with programs like “safe states” and CDC state and national funding
- Opioid funding flowing to states
- Working with people who have lost a loved one (more at state level)
- Large education conference that doesn’t compete with states, gather state members
- Definition of work with MCC
- Growing to have a full time staff member to work with MCC
- A marketing tool that helps define why states should join USBIA, what makes us different

THREATS

- Long haul covid - if we don’t get involved we won’t be viewed as a player to address this down the road, now is the moment to become a player (need to encourage states)
- So many veterans needing services where VA is overwhelmed
- Don’t have time to fully understand all the funding opportunities
- Financial status of states will also impact USBIA
- Upcoming leadership and ability for growth
- BIAA always seems to have more money than USBIA
- Lack of understanding between USBIA and BIAA and how we got here in the first place

Goals and Objectives

The next step for this strategic plan is to identify strategic planning goals in each of the three main areas, including: Programs, Infrastructure, and Marketing/Fundraising. We determined the time horizon for this plan to be three years. The purpose of the categories is only to make sure that goals are distributed to all areas that lead to organizational success. So it's less important to identify the area to which a goal belongs as it is to make sure there are goals identified in each of these areas.

Goals should be SMART:

Specific
Measurable
Assignable
Realistic
Timebound

Education/Outreach

Goal 1: State leaders and members will have increased opportunity to interact with each other and learn best practices from subject matter experts.

Champion: Chair of Education/Outreach

Objectives:

- 1A: Hold CEO Happy Hour 2 times a year to provide opportunity for state leaders from both USBIA and other state leaders to informally share ideas on emerging topics by Jan. 2023.
- 1B: Hold facilitated round table discussions 2 times a year to provide opportunity for state leaders from USBIA and other state leaders to share ideas on predetermined topics (ongoing)
- 1C: Engage State Member Staff to coordinate two co-branded webinars by subject matter experts on topics relevant to the state leaders needs (Topics could include fundraising, data management, program evaluation, staff evaluation, hiring practices, etc. All topics add DEI component.) by March 2023.
- 1D: In years two and three hold 4 webinars given by subject matter experts on emerging and relevant brain injury topics. This could be co-branded with states. All topics add DEI component by Jan. 2022.
- 1E: Have a social media (YouTube, Facebook, LinkedIn) presence highlighting/promoting the national or state members original content.(i.e. conferences, webinars, USBIA specific content, accomplishments)

Goal 2: Increase USBIA visibility nationally through collaboration, communication, and partnerships.

Champion: Chair of Education/Outreach

Objectives:

- 2A: Create a brain injury awareness month toolkit to increase national visibility in partnership with states by Jan.31, 2022. Goal to be an annual goal.
- 2B: Create an Annual Report that reflects accomplishments of USBIA and state member states by March 1, beginning Jan. 2022.
- 2C: Create bi monthly (every other month) newsletters which will include resources, research, events, and other relevant brain injury information being done by state members and national brain injury partners and providers, starting August 1, 2022.
- 2D: Explore opportunities for USBIA to bring national leaders together to create a workgroup around the one of the following issues- COVID, Resource Facilitation, or BI Screening starting Jan. 2024.

Governance and Membership

Goal 3: Maintain an engaged and working board

Champion: Chair of Governance Committee

Objectives:

- 3A: By July 1, 2022, request member states to assign/recruit at least one individual to serve on a USBIA committee on an ongoing basis, a reply from all states is expected by August 30, 2022
- 3B: By October 1, 2022, update Committee descriptions to reflect current work of the committees
- 3C: By October 1, 2022, ensure that Job descriptions and board descriptions are in place for the board of trustees and emeritus board
- 3D: By April 1 of each year, distribute the Board of Trustee matrix and identify candidates needed to fill identified gaps in DEI, skills, expertise and people with lived experience. The committee will request member states to provide to the committee candidates by July 1 of each year.

Goal 4: Expand external membership constituencies

Champion: Chair of Membership Committee

Objectives:

- 4A: By September 30, 2022, develop various types of membership and update membership table to incorporate membership categories
- 4B: By December 31, 2022, develop a plan to retain and recruit members in each of the membership categories

- 4C: By December 31, 2023, implement a plan to retain and recruit members in each of the membership categories

Goal 5: Facilitate financial stability of member organizations

Champion: Executive Chair

Objectives:

- 5A: Appoint a task force by April 1, 2022 to set up a financial consultation program between financially viable chapters with less financially stable chapters by January 1, 2023.
- 5B: Appoint a task force by April 1, 2022 to create a plan to identify other funding sources that are not currently utilized by USBIA (grants, etc.) by August 1, 2023.

Public Policy

Goal 6 : Strengthen the current relationship between members of the Congressional Brain Injury Task Force and their local BIA

Champion: Carrie Collins

Objectives:

- 6A: Confirm who is on the Congressional Brain Injury Task Force (CBITF). Obtain the most up to date list. Jan 2022
- 6B: USBIA Policy committee develops ideas/strategy/talking points for engagement. Include information on vulnerable populations groups. Update as needed. Jan 2022
- 6C: Committee works with the Director of each state that has a representative on the CBITF works with USBIA Public Policy Committee to strategize engagement opportunities/relationship touch points. March 2022 (Encourage two engagements with local office annually, minimum). Preferably during recess. Use talking points. Make policy asks as needed. Dec 2023

Goal 7: Develop new relationships with CBITF members to increase the number of USBIA affiliates that have a member represented

Champion: Carrie Collins

Objectives:

- 7A: Identify five affiliate states most likely to be able to onboard a new Task Force Member December 2022

- 7B: Affiliate staff of those 5 states will engage with these Health Policy staffers with support of USBIA Public Policy Committee. Use talking points. December 2023
- 7C: Ensure CBITF Co-Chairs are fully aware of USBIA recruitment efforts and engagement with current task force members. December 2022

Goal 8: Instigate partnerships with other brain injury agencies around shared issues and common goals to increase USBIA collaboration

Champion: Carrie Collins

Objectives:

- 8A: Identify what USBIA brings to the public policy table June 2022
- 8B: Identify appropriate disability coalitions that USBIA should engage with and determine how to work together by . Dec 2022
- 8C: Ensure USBIA participation in reauthorization of the TBI Act in coordination with other BI groups. June 2024
- 8D: Understand current legislation/public policy and engage as needed. Dec 2024
- 8E: Actively engage with Administration of Community Living Dec 2024

Goal 9: Regular communication with all affiliates with public policy priorities and actions

Champion: Carrie Collins

- 9A: Offer education and information to affiliates twice annually. 6 by the end of the strategic plan. Dec 2024
- 9B: Undertake outreach to build advocate database Dec 2022
- 9C: Public policy story in each USBIA newsletter. 6 annually. 18 by the end of the strategic plan.

Implementation Plan

Below is a summary of how this strategic plan will be implemented:

1. Move this document into a shareable spreadsheet that can be updated and used to track progress over the three years.
2. Share a summary of the strategic planning process and results with stakeholders such as board members, state affiliates, and those who want to get more involved.
3. Share the final written plan with all board members and have board members vote to adopt the plan.
4. Create schedule to keep the plan up to date and ensure regular interaction with the plan to keep the organization on track (including quarterly meetings with consultant and facilitator).