2018-2021 Strategic Plan
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Letter from the President

Dear Members,

The Board of Directors, in coordination with the POA members, leaders and staff, developed a three-year strategic plan for our association. This involved stepping back from our day-to-day operations and asking where is our association headed and what its priorities should be. It included building consensus, setting overall strategy, and making decisions on allocating its resources to achieve this strategy.

The board was guided by a strategic planning coordinator from outside of the organization. Both, member and leadership surveys were used to identify the goals of our members and develop key operational areas of focus. Strategic planning sessions were conducted with the Board and with key POA leaders to review the responses to the member and leadership surveys to stimulate new concepts and identify new ways to attain success.

The planning process led the Board of Directors to the development of a new Table of Organization which better met the goals and interests of the POA membership. It is the hope that this new structure will help facilitate the continued success of our association. Its structure directly supports the areas of focus identified in the strategic planning discussions and provides for a more collaborative approach between committees and across the association.

With the new structure in mind, Committees were formed and their members were tasked with the job of establishing action plans with clear and measurable goals accompanied by well-defined action steps related to execution of the goals. These new action plans will then provide the structure for accountable, measurable means to achieve our goals and realize success.
We will move forward operationally with the goals set by our members. As an association we will accomplish a great deal. Thank you for your support and continued commitment to Optometry in Pennsylvania.

Sincerely,

Rebecca Wincek Bateson, O.D.
President POA
II. About the Pennsylvania Optometric Association

Our History

The Pennsylvania Optometric Association traces its roots back to the summer of 1896 with the founding of the Pennsylvania Optical Society. Since its inception, the POA has been a leader in protecting the profession. Recognizing the importance of an organized optometry, early members of the association banded together to advocate for legislation which protected the profession and its patients from unscrupulous practices and threats posed by other professions. These efforts to build a strong optometry have continued to this day as the POA remains the voice of optometry in Pennsylvania.

Always forward looking, the POA was one of the first organizations to include women among its leaders. As early as 1912, POA member Dr. D. Elva Cooper served on the Board of Directors of the AOA. When major dissension arose at the AOA meeting in 1925, it was POA member, Dr. Alice Henry that was asked to serve on the committee tasked with resolving the dispute. Members such as Dr. Freda Sattel and Dr. Gilda Coppola distinguished themselves as trail blazers in behavioral optometry and optometric education. As women become an increasingly larger part of the optometric community, our female members continue to lead the way as we move into the future.

The spirit of innovation has also manifested itself in the many optometric innovations that trace their roots to Pennsylvania. These include the first bifocals created by Benjamin Franklin, no-line bifocals created in 1896, progressive lenses, polycarbonate lenses and the development of soft contact lenses by Harrisburg Optometrist Dr. Robert Morrison.

Capitalizing on the long history of POA’s defense of the profession, forward thinking, and innovation, the Board of Directors looks to the next steps in the advancement of the profession. Since one cannot know the direction in which to move without a map and a plan, this document attempts to set forth the collected wisdom of the POA membership, its leadership and staff and provides a road map for the next three years. We hope that you will embrace this vision and help to continue on our journey of strengthening the practice of Optometry in the Commonwealth of Pennsylvania.

Our Present

Today, the Pennsylvania Optometric Association is the professional organization for Doctors of Optometry in Pennsylvania. An affiliate of the American Optometric Association, the POA promotes the highest quality eye and vision care by optometrists,
represents optometry to state government, provides its members with post-graduate education and membership benefits, and conducts activities in the interest of the visual welfare of the public.

Our Future

This Strategic Plan reflects the priorities of the POA for the next three years, emphasizing the quality and responsiveness and of services we provide. It also focuses on the continuous strengthening of our capacity: our people, their skills and the technology they use. It is designed to be the roadmap for the staff and current and future boards to assure relevance, growth, and success for our association.

III. Executive Summary

This Strategic Planning initiative was begun in early 2017. Nancy Dering Mock was selected as the Strategic Planning consultant and the process was planned for the fourth quarter of 2017. A survey was completed by board members, local society presidents, committee chairs and the staff, with the results presented to the staff and the board members in October. Additional input from the membership was compiled, as well as a Summary of Emerging Trends and Best Practices in Association Management. Through several hours of deliberation on November 17, the board drafted priorities for 2018-2021. On November 18th, the planning group of 33 association leaders convened to further refine the goals and begin the process of action planning. Throughout December, Committee Chairs were appointed and the committees developed Action Plans to support each goal and objective.

The Strategic Plan, on adoption, will be effectively communicated and marketed to all stakeholders for implementation. In addition, progress on the priorities will be monitored and regularly reported to the board, staff and membership.

IV. Our Mission, Vision and Values

Through this Strategic Planning process, the existing Mission and Values were affirmed to convey the purpose of the organization and its guiding principles.

POA Mission Statement

The mission of the Pennsylvania Optometric Association is to represent the interests of Doctors of Optometry in Pennsylvania and to advance eye and vision care for the citizens of the Commonwealth.
POA Vision Statement

The Pennsylvania Optometric Association's vision is for the profession of optometry to be recognized as the leader in the delivery of the highest quality eye care in Pennsylvania.

Our Credo: *The Pennsylvania Optometric Association believes that:*

- All citizens should have the freedom to access high quality eye and vision care from a Doctor of Optometry without restriction.
- Doctors of Optometry should continue to collaborate with other health care professionals to ensure that our citizens receive the best possible eye and health care.
- All Doctors of Optometry should promote fellowship with their colleagues by being active in their professional association, local community, state and nation.
- State laws, regulations and policies should attract the best practitioners in the profession of optometry to the Commonwealth.
- Doctors of Optometry must practice to the fullest extent of their training and licensure.
V. Our Priorities

These goals are the strategic framework for the POA moving forward. Each goal will be supported with key objectives and action plans, detailing the accountability and target date(s) for each key action.

I. To re-energize membership recruitment, retention and engagement

Rationale: There is unanimous agreement that this is critical for the growth, viability and vitality of the association. This goal entails new approaches to recruiting new graduates, integrating new members and continuously assuring value to members.

II. To strengthen internal and external communications

Rationale: This priority emphasizes more fully utilizing technology to enhance public awareness. It also entails streamlining internal communication between board, staff and committees.

III. To empower and support local societies and develop future leaders

Rationale: Strengthening the association requires strength in the local societies. This priority focuses on providing support, technical and program assistance to local societies and initiating leadership development and mentoring for local society leaders.

IV. To forge and sustain productive relationships with TPPs

Rationale: This priority emphasizes assuring fair and reasonable reimbursement as well as adherence to the principles of quality care. It entails coordination with PADEHA, sustaining productive relationships with TPPs and increasing education and assistance with billing.

V. To elevate continuing education

Rationale: Assuring the quality, relevance, accessibility and affordability of continuing education is one of the highest priorities of POA. This goal entails using innovative approaches to content, delivery and location of continuing education.

VI. To strengthen the keyperson network

Rationale: This priority focuses on the importance of developing and engaging grassroots advocates for the profession in Pennsylvania and beyond. Building on a successful model, this priority assures a network of connected and committed allies for the future of the profession.
VII. To better integrate specialties into continuing education, public education and facilitate access by members and others

Rationale: There is a sense that the committee structure has segregated these members from the general membership. This priority seeks to more fully integrate the specialties into continuing education, public awareness and inter-profession activities.

DIVISION: Membership Division

COMMITTEE: Awards Committee

GOAL:

1. Increase the number of societies nominating for awards
2. Increase the number of nominees per society
3. Continue to increase awareness to local societies and local society presidents
4. Encourage societies to appoint an awards coordinator

Action Plan Description:

1. A - Talk with point of contact for societies who have not submitted nominees and encourage them to do so
   B - Encourage repeat winners if necessary
   C - Encourage a January meeting (since awards deadline is in February) for each society to finalize nominations
2. A - Receive “resume” in addition to nomination to increase information about nominee
3. Encourage societies to appoint an awards coordinator
4. Work with POA office to increase the number and types of reminders to societies

Expected Outcome:

1. Increase quality competition across the state
2. Increase chances of winning at the AOA level
3. Increase more participation in the society to increase chance of getting nominated in the future
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4. Better allows awards committee to choose best nominee

Person(s) Responsible:

1. Awards committee members.
2. Local society presidents/representatives
3. POA staff

Resources Required for Completion:

1. Contact information for each society president
2. POA communications

Expected Completion Date: Ongoing

Clinical Practice Resource Committee Inaugural Action Plan 2018

The Vision of the CPRC is to promote the highest quality patient care by tapping into resources from clinicians who have a passion for various clinical settings and utilizing their combined resources to benefit the POA membership and the public of PA.

Action Plan Description:

The Clinical Practice Resource Committee will serve the membership by acting as a resource for doctor members to turn to for questions and clarifications of topics in the respective related clinical focus areas.

- The representatives in each clinical focus may choose to create a temporary task force to accomplish larger projects.
- The representatives in each clinical focus will submit proposals to the meetings committee for consideration in the second track CE.
- The representatives may also write 1-2 hour CE presentations in their focus area to present and/or distribute lecture slides to Local Societies.

Expected Outcome:

Members will be able to utilize this Committee to gather information pertaining to an individual clinical focus area. Requests will be communicated to of the committee chair and distributed to committee members to take action and respond to member questions or concerns. CE suggestions can be made to the meetings committee to enhance the second track CE and attract attendance to future meetings.

Person(s) Responsible:
Committee members will be responsible for responding to inquiries from POA members and informing the POA board liaison in a timely fashion (within 2 weeks unless the matter is communicated as urgent).

**Resources Required for Completion:**

Establish a clear line of communication via the POA office to inform this committee of clinical related inquiries and to provide contact information to the Committee to respond.

**Action Plan Description:**

The members of the Clinical Practice Resource Committee will work toward advancing public awareness through several venues:

- Re-activate/Re-deploy Kids Welcome here campaign and promote “beyond Myopia” screening efforts.
- Target mass marketing startups for vision related products to include and provide information about the importance of comprehensive evaluations as well as an emphasis on Low Vision Evaluations for a variety of products targeting this population of patients.
- Promote Optometry’s role in Concussion Rehabilitation to school sport programs, the education of athletic trainers, and other on-site/on the field care providers.
- Ensure the safety of new contact lens options by working with the LAC to safeguard the current Optometric Practice Act against the current and new untested lens options becoming more widely available.
- Initiate a campaign to educate the public about the long term ocular risks of digital devices and blue light that exacerbate dry eye symptoms and express concern related to the increasingly younger ages of digital device use.

**Expected Outcome:**

The Clinical Practice Resource Committee will serve the public in PA by creating a more visible and accessible presence for the profession of Optometry with a focus on safety and awareness.

**Person(s) Responsible:**

The committee members will be responsible for the tasks that fall within their clinical focus.

**Resources Required for Completion:**

POA Staff for distribution of materials that are generated by the CPRC.

Legal Counsel may be necessary for consultation.
Temporary task forces may be established to meet goals at the direction of the representative for each clinical area of expertise.

**Action Plan Description:**

The members of the Clinical Practice Resource Committee will create a database of clinicians whom are members of the POA in practices with clinical focus areas that can provide peer to peer resources for patients. The database will be designed to promote those doctors whom seek specific clinical cases to members who have patients seeking these services.

- The locations of the clinically focused practices and the areas they serve
- A secure POA members only will be able to access this as a member benefit (potentially through the POA website which requires a logon)
- To be named on the listing a doctor will have to contact the committee for a brief approval process, the criteria once determined by the committee will be provided to all members and promoted in the Keystoner, local society power-point etc.

**Expected Outcome:**

The Clinical Practice Resource Committee will create a POA membership benefit by creating a database of locations and clinicians with practice resources directed to focused clinical outcomes.

**Persons Responsible:**

Committee members

Website manager (if this goes through the POA website)

**Resources Required for Completion:**

The Committee members will need to provide criteria and a schedule to approve doctors for the directory.

Outreach to POA members to join the directory.

Seek legal counsel/ State Board approval to avoid mixing this message with marketing or specialty practice settings without broader credentials. This is intended to be a resource database to promote the highest level of care possible to patients and peer to peer discussions in the profession.
DIVISION: Communications Division

COMMITEE: Communication Committee

GOAL: To strengthen internal and external communication

Rationale: Clarity of message to members, prospective members and the public

Action Plan Description:

1. More fully utilize technology to strengthen internal and external communication
2. Craft a message to enhance public awareness of optometry
3. Facilitate communication internally among board, committees, etc.

Expected Outcome:

1. Use improved website to disseminate information to members, prospective members, and the public and text/reminder apps to communicate to members
2. Create a positive image of optometry through local personal “optometry success stories” highlighting the importance of regular, in-person eye exams, ideally from the patients’ perspective and provide these stories to the public via social and other media
3. Find and make use of a common platform (software/app such as Slack) for internal communication among the board, committees, etc.

Person(s) Responsible:

1. Kelsey Rodkey (website); Dr. Dalton to research text/reminder apps
2. Dr. Young to write up “advertisement” for Keystoner and inform local society presidents to ask for optometry success stories from our members; Kelsey to publish stories on social media, website, and press releases to newspapers
3. Dr. Dalton to research software/apps; committee members to help decide on appropriate platform to use

Resources Required for Completion:

1. Completed website (via AOA); text/reminder app account/subscription
2. Advertisement in Keystoner and have local society presidents ask members for their stories; then use social media/other media to publish stories
3. Decision on software/app and creation of software/app account and education to members regarding their use

Expected Completion Date:

1. Website in coming months; Dr. Dalton to research apps within 1 month (end of Jan/early February)
2. Write up in next Keystoner to ask for personal stories; publish stories as we receive them
3. Research on software/app by end of January/early February 2018

DIVISION: Advocacy Division

COMMITTEE: Keyperson Committee

GOALS:

1. Create a robust network of keypersons who are CONTINUOUSLY as well as ACTIVELY engaged in legislative outreach.
2. Prepare direction for keypersons along a calendar year to help improve overall relations and foster relationships.

Rationale: To assure continuing success of connected, committed allies

Action Plan Description:

1. Current review of keyperson list

2. Personal contact with each keyperson setting forth new requirements and expectations
   a. New requirements – 2 district meetings –
      i. General introduction/ general information about optometry
      ii. Information about one of several pre-made but self-picked educational opportunities – ie. glaucoma importance/ amblyopia and learning / dry eye and work production (public health and eye information)
   b. New requirements – attend legislative awareness mtg –
i. In Harrisburg – mentoring students / bringing legislative initiatives to the forefront of the legislator that they have already become friendly with

c. New requirements – attend/set up legislator fundraiser –
   i. Members will be expected to attend a fundraiser or set one up

d. New requirements - keyperson will be expected to be a supporter of POPAC
   i. Keyperson will support the POPAC

3. Form Two subcommittees within Keyperson Committee
   a. Committee focus task force – Identify at a minimum 2 docs per every member of identified committees where legislation exists – Insurance and Banking / professional licensure
   b. Continued grass root task force – Review current Keyperson list, contact each individual and set forth expectations for Keyperson agreement

4. Engage keypersons with regular on the phone contact (quarterly) with area keyperson liaison to review expectations listed above, if two consecutive calls are missed without contact or if no contact / in person meeting has been made with legislator then keyperson will be replaced.

5. Identify close current races and avenues for support of potential legislators for November 2018.

Expected Outcome:

1. Actively engage membership that may be uninvolved or unaware of current legislators in their area and their knowledge of optometry.
2. Reinvigorate current keypersons that have not been contacted or communicated with.
3. Create an environment that places optometry as the first responder when legislation regarding eye care or health care in general is being considered.
4. Learn who the go-to people are for each legislator.

Resources Required for Completion:

Support for conference calls, potential resources for in person meetings, keyperson reception possibly in conjunction with new grad reception to support and join those two forces at congress meeting – share success, begin mentorship process for new grads and legislators.

Expected Completion Date: End of Year 2018
DIVISION: Advocacy Division

COMMITTEE: Legislative Affairs Committee

GOAL: To continue commitment to strong advocacy and legislative efforts, making adjustment for impact

Rationale: Of highest importance to members, assuming voice for optometry in legislature and regulatory matters

Objective #1: To oppose bills that negatively impact the profession and our patients.

  Expected Outcome: stop predatory bills

  Person(s) Responsible: LAC, Lobby Teams

  Resources Required for Completion: POPAC, Keyperson and Association advocacy

  Expected Completion Date: ongoing

Objective #2: To pass a comprehensive scope modification bill. SB668.
Expected Outcome: To remove outdated restrictions on the practice of optometry in Pennsylvania.

Person(s) Responsible: Legislative affairs committee.

Resources Required for Completion: Advocacy teams coordination, strategic POPAC giving, maximum keyperson mobilization.

Expected Completion Date: November 2018

Objective #3: To modify the Telemedicine Bill SB780

Expected Outcome: To protect patients from potentially vision threatening practices and preserve professionalism in prescribing

Person(s) Responsible: LAC, TPC, Lobby Teams

Resources Required for Completion: Continued negotiations with senate banking and insurance committee. Keyperson advocacy, strategic POPAC action.

Expected Completion Date: within six months. June 2018

Objective #4: To pass SB257 The Vision plan Bill

Expected Outcome: To Level the playing field for all participating providers of vision plans and improve the service to patients.

Person(s) Responsible: LAC, TPC, Lobby teams

Resources Required for Completion: Continued negotiations, keyperson advocacy and legislator education

Expected Completion Date: November 2018.

Objective #5: Develop alternate bills and modify bills for Legislative session 2019-2020.

Expected Outcome: Passage of legislation

Person(s) Responsible: LAC, Lobby Teams

Resources Required for Completion: POPAC, Keyperson advocacy

Expected Completion Date: November 2020
DIVISION: Membership Division

COMMITTEE: Membership Retention/Recruitment Committee (MRRC) and Student Membership Committee

Background / Development of this Submitted Document (January 15, 2018):

- Goal ideas were identified at the November 2017 POA Strategic Planning Meeting and provided to the Committee Chair
- Phone meetings:
  - Linda Casser and Deb Blanchard
  - Monica Cook and Linda Casser
- Draft document was distributed to the Membership Retention/Recruitment Committee and the Student Membership Committee for comment
- Builds on prior initiatives and documents developed by the MRRC 2015 – 2017:
  - Dollar Value of Membership document
  - Member Benefits document
  - “What If…” document
  - Roadmap to Membership Overview document
  - Individual Campaign with Checklists documents
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- Master Schedule for Local Society Outreach document
- Delinquent Dues communication documents

Both Committees support the development of messaging; local Societies are essential to implementation and outreach

GOAL: To re-energize membership recruitment, retention and engagement

**Rationale:** growth, viability and vitality of the association

**Action Steps / Plan for Ideas Listed in Goal I:**

- Recruiting new graduates
  - Fully harness and utilize the data available when graduates transition from AOSA members to potential POA / AOA members, especially within the first year following graduation
  - Survey students prior to graduation to obtain contact information.
    1. Possibly distribute surveys to the students between classes or do it electronically.
    2. Require submission of form to complete graduation paperwork package.
  - Be present at the school or at graduation events so we can obtain interest and get their non-school email and address for contact information.
    1. Set up a table or host an event at the school with the other specialty state organizations, like audiology’s state organization, physician assistant, etc.)
    2. Possibly offer a “graduating students” social in either the Hafter Center or a local pub, where the students are offered a short happy hour of free drinks/appetizers in exchange for students filling out the form at event registration.
  - Fully implement AOA’s new “United in Possibilities” initiative within the POA, which targets colleagues who have graduated in the past 10 years but who have not continued their membership
  - Continue new graduate events at appropriate POA meetings / functions
1. Holding events at times when students can come, the beginning of the semesters are best. Possibly some type of off-campus social promoting the POA.

2. Anytime POA/POA Board is at Salus the Membership/Student Membership should also be aware and present. It would be great to introduce someone from the committee as a liaison for any questions that the students may have. Consistently having the same person or two people would be beneficial.

3. Hold a round table discussion regarding various topics with the students by bringing in local OD's from various modes of practice to discuss the pros and cons of their specific setting. Other topics could include, insurance billing, credentialing, etc.

   ○ Support active involvement of POSA
      1. Hold a presentation about how to become a doctor after graduation to the students to introduce them to the “Roadmap to Membership” for ease of transition from the POSA to the POA

   ○ Fully implement the POA “Roadmap to Membership” outreach guide and master schedule for local Societies
   ○ Support peer-specific social events for new graduates
      1. Quiz Bowl is a great platform to help improve our message about the POA. Increase communication between the POA and POSA to start an advertising campaign a few weeks in advance prior to quiz bowl. The officers will brainstorm ideas together to promote the event to appeal to the students.

   ○ Communicate best practices of local societies (e.g., BMOS)
      1. Assign an OD mentor to a graduating student to attend meetings together to help students become more comfortable at local meetings
      2. Increase comfort level between students and ODs via social interaction so they can experience what attending local meetings will be like once they have graduated

   ○ Encourage POA member doctors to mentor their student externs on the value of POA membership and participation,
encourage POA member doctors to invite their student externs to local society and POA meetings.

- Appealing to what members value
  - Interface successfully with the POA Communications and Legislative Affairs Committees
  - Update POA “Roadmap to Membership” materials as appropriate
- Ease of interactions with association
  - Support completion of POA capacity for online dues payment for established members (actively underway)
  - Support completion of POA capacity for online meeting registration (target is March 2018 completion in time for registration for May 2018 POA Spring Congress)
- Tiers (higher level of membership would get more benefits)
  - MRRC to discuss pros / cons
- Make POA meaningful to current and potential members
  - Interface successfully with the POA Communications and Legislative Affairs Committees
  - Update POA “Roadmap to Membership” materials as appropriate
- Welcome and mentor new members and volunteers
  - Update and fully implement the Roadmap to Membership document for new members
  - Update and fully implement the Master Schedule for Local Society Outreach document
  - Assign an OD as a mentor for new graduates.
    1. It would not only help get them more involved, but would also help them with membership in taking the steps of becoming a doctor, joining the POA, the AOA, etc.
    2. Mentor helps student in applying for a license, CAQH, and NPI.
- Communicate specific advocacy successes to members (potential members, repeat)
  - Interface successfully with the POA Communications and Legislative Affairs Committees
- Increase non-dues revenue to keep membership costs down (claims service, CE)
o MRRC will discuss potential additional member benefits that would be appealing to members / potential members and could result in non-dues revenue to the POA

• Member testimonials of personal, anecdotal benefits
  o Update materials as appropriate
  o Collaborate with the Communications Committee

Expected Outcome(s): To successfully re-energize membership recruitment, retention and engagement

Person(s) Responsible:

• Chair and members of the Membership Retention / Recruitment Committee and the Student Membership Committee
• POA staff liaison(s)

Resources Required for Completion:

• Successful hiring of a new part-time POA staff member whose time and efforts are dedicated to membership
• Effective collaboration between the Membership Retention and Recruitment Committee and the Student Membership Committee

Expected Completion Date:

• Ongoing through calendar year 2018 unless otherwise specified

DIVISION: Health Care Division

COMMITTEE: Pennsylvania Diabetic Eye Health Alliance

Goal: To increase PDEHA Doctors to have at least one OD in each county of Pennsylvania, and to move towards an increase in the overall participation by POA members to 70% in year one, 80% by year two and 90% by year three.

Background: Presently there are approximately 2,809 licensed OD's in Pennsylvania, 1145 are in the POA and only 900 are participating and signed to be a PDEHA Doctor. Counties of Adams, Cameron, Forest, Fulton, Greene, Huntington, Juniata, Montour, Pike, Potter, Sullivan and Warren have no OD's signed up. We need to identify POA members in these counties that have
not signed up and encourage them to do so. I believe that a phone call and/or an office visit could help this. I will find these and assign to our committee members to facilitate this. I will also identify Non-POA licensed OD's that are in these counties likewise. We presently have the Geisinger and now Highmark Insurance companies actively soliciting our patients to return for Diabetes eye care. We need to provide examples to others (OD's) both the importance and the financial gain that can happen with being an active Doctor. We are working towards adding other Insurance companies to this list.

**Action steps/plans:**

Develop lists of potential Optometrists and assign - based upon locations - committee members to reach out and contact these persons to explain the benefits of the PDEHA program.

Create reporting protocols to keep track of our progress and to sharpen our effectiveness.

Create talking points to provide to our members to provide a unified consistent message.

Create a new display to provide the message to both our Doctor's and the public in our efforts to provide quality, timely and up to date information and services.

Identify meetings and locations that the display can be used to keep the public and members informed of our efforts.

**Expected Outcome:**

70% of POA Members or 801 OD's in the PDEHA by 2019

80% of POA Members or 916 OD's in the PDEHA by 2020

90% of POA Members or 1030 OD's in the PDEHA by 2021 and every county in PA to have a PDEHA Doctor.

**Person(s) responsible:** Chairman will develop the lists and assign committee members to individuals, Members can volunteer for assignments.

Benefit to POA is to have a more engaged membership.

To improve the diabetes care of citizens in Pennsylvania and to provide evidence that Pennsylvania's Optometrists are not only providing this important care but at the highest level possible demonstrating our clinical skills and dedication which could be used as talking points to help in our cause for license expansions.

**Resources required:** Engaged committee members, and funds to develop the banner/promotional aids

**Completion Dates:**
Banner by POA Spring Congress May 17, 2018

Lists by March 31, 2018

Contacts outgoing and reporting quarterly, April 1, 2018, July 1, 2018, October 1, 2018, January 15, 2019 etc.

DIVISION: Administrative Division

COMMITTEE: Resolution & Bylaws Committee

GOAL: To educate the POA members and society presidents about the necessity for resolutions presented to the House of Delegates and how this presentation can be achieved.

Action Plan Description: The actions of the Resolution and Bylaws committee are straightforward and defined. The value to the membership of necessitating change or emphasizing a POA goal through a resolution to the House should be defined to POA members in such a
manner that all members feel they may participate in the resolution process if they have a desire to do so.

**Expected Outcome:** All POA members, officers and presidents will be able to present resolutions to the House in a manner which will be constitutionally correct and effective.

**Person(s) Responsible:** Resolutions and Bylaws Committee, POA staff for distribution through Keystoner and Society presidents email.

**Resources Required for Completion:** Access to Keystoner article and/or email lists.

**Expected Completion Date:** May 2018 before House of Delegates

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**DIVISION:** Advocacy Division

**COMMITTEE:** State and National Education Committee

**Objective #1:** Support LAC in developing lobby day 2018

**Action Plan Description:**
Prepare and assist in presentation of educational materials for members attending lobby day activities. Written materials as well as AV and live presentations to educate members on how to lobby, information on actual bills, information about the legislative process, identifying their legislator and key staff people. It would be desirable, if possible, to have materials that can be sent to members in advance of the event as well as materials for the event itself.

**Expected Outcome:** Appropriate written materials, presentations and member education are available for lobby day.

**Person(s) Responsible:** This committee

**Resources Required for Completion:** staff time to distribute

**Expected Completion Date:** Prior to lobby day – tentatively April 2018

### Objective #2: Conduct local society outreach event

**Action Plan Description:**

Review the challenges and successes of the “Greg and Joe” show 2017. Develop a plan for 2018 to build on the program and expand/repeat for 2018.

**Key questions:**

- What were the objectives last year?
- Did we achieve them – consistently across all societies?
- Is repeating the same thing useful to reach additional members who missed, or to reinforce?
- Are there additional objectives we should address?
- Can we change the program to better achieve objectives we missed?

Operationally, how to increase attendance, do we use Greg and Joe only, or incorporate other committee members to expand availability and schedule more events – Jimmy, Rich, Joe Greg split state up and take a few societies each to focus on? Utilize committee members to make calls to individual members in order to stimulate attendance. Schedule dates further in advance vs short notice “urgent” meetings?

**Expected Outcome:** Better educated members, more involvement of members in LAC efforts, resulting in passing bills and greater member engagement.

**Person(s) Responsible:** Committee members will work with Joe to review and discuss above and develop detailed plan for implementation.
Resources Required for Completion: Staff time from Joe Ricci, local society officer support in scheduling and increasing attendance

Expected Completion Date: Ideally plan would be in place in time for spring local society meetings. Feb 28 for initial presentations, with ongoing revision as needed for changes in legislative situation and based on feedback from early presentations.

Objective #3 – To provide support to LAC in the form of updated taking points for membership about all current legislative initiatives.

Action Plan Description:

1 – review all current talking points relative to scope modification, third party, and surgical restriction legislation to ensure all information is up to date.

2 – prepare information regarding talking points for upcoming telemedicine bill

3 – collect and archive information, studies, reference material on topics for possible future legislation, articles and support materials regarding children’s vision, driving vision, other potential scope expansion topics that may be explored in future sessions.

Review objectives of talking points, and consider multiple formats

Do we want just bullet points vs in depth paragraphs, vs extensive date with references, footnotes and supporting studies, or all of the above – simple text sheets for membership vs more graphic, eye catching pieces for legislators or media.

Expected Outcome: Talking points ready to go when needed by LAC.

Person(s) Responsible: This committee

Resources Required for Completion: Minor assistance from staff to distribute as needed

Expected Completion Date: Feb 28 for current legislation; Ongoing for future efforts

Division: Administration and Planning

Meetings and Planning Committee
**Our Vision:** The POA will engage members by becoming the premier source of continuing education for Pennsylvania and the surrounding states by presentation of topics and developing the reputation of our programming.

**Action Plan Description:**

Gather analytical data to understand the needs of doctors, students, and paras. Use this data to target scheduling of events and locations to better project growth of our meetings and attract attendees. This will be achieved by utilizing the following tools which we will continue to develop throughout the year:

- Develop an onsite survey to be taken by ‘event’ attendees to understand their satisfaction / dissatisfaction with offerings and events by (5/2/2018). Deploy the survey to all stakeholders by 5/20/2018
- Talk with members from all 14 local societies (including students) who attend and members who do not attend POA CE events to understand factors impacting their decision; this process will be completed by 8/30/2018
- Establish a standardized list of ‘talking points’ to interact with attendees and non-attendees for use by the local society leaders by 6/6/2018
- Use newly gained information to drive the development of marketing materials to maintain current attendees and attract new attendees. New marketing materials will be created 1 week before each event for the following event. Release of the new marketing materials will be deployed at the event immediately before the event to be advertised.

**Expected Outcomes:**

- Increase attendance of Doctors by 10% year over year; continue to reach out to students to showcase the POA as a source for continuing education, and sustain para participation at CE and Congress events.
- Learn from colleagues in local societies who are not currently attending CE programs in order to make future programs more appealing.
- Maintain key components of programs that are important to current attendees.

**Persons Responsible:** (these should be linked directly to the action plan above – see note at end of document)

- POA Staff: Administering Surveys to attendees at conferences and reporting to the committee
- Local Society Presidents: Holding Discussion at meetings and reporting findings from their meetings.
Committee members must develop the surveys and talking points and distribute them to the staff and Society presidents

Resources Required for Completion:

- Data collection and analytics to be given to the committee members drive decision making for each new event and drive marketing tools to our members.

Action Plan Description:

- Reaffirm a comprehensive listing of vendors that is current and representative of the needs/interests of POA members by 5/2/2018.
- Maintain current business partners and prioritize the vendors that will be approached as new business partners. We need a timeframe for confirming participation of established vendors and securing the participation of new vendors. We need to establish benchmark dates along the way to be sure we don’t ‘come up short’ at the end of the conference planning process.
- Identify a ‘priority order’ for contacting vendors to become business partners; these vendors will be contacted by 5/20/2018.
- Develop an understanding of factors that impact potential business partner support of POA events. From my recollection, this will be accomplished by a conversation with vendors. We may want to develop key questions that we want to be sure we get answers to when talking with the rep(s) for each vendor.

Expected Outcome:

- This will increase participating business partners by a lofty goal of two (2) per year by establishing relationships with new vendors who are valuable for POA members i.e. (Alden Optical, Identity Force, Local banks etc.).
- This will decrease the cost of programming and significantly help appeal to potential attendees by creating a competitive cost-effective program platform.
- Gather information to understand the needs of potential business partners. Use this data to maintain existing and attract new business partners.

Persons Responsible: (these should be linked directly to the action plan above – see note at end of document)
• POA staff to provide contact list to committee members who will break up the list and make direct contacts. Committee members are also encouraged to request sponsorships from vendors which they utilize for Ophthalmic and or business materials.

**Resources Required for Completion:**

• The committee members will make phone calls and distribute sponsorship materials to vendors.

**Closing thoughts:** in an ideal situation, we would be assigning ‘persons responsible’ for each bullet point of the Action Plan, so we know who has the lead and who is ultimately responsible for the deliverable, or for asking for help, if the deliverable is in danger of not be completed.
1. Review HBS diabetic initiative data for 2017, and increase participating doctor percentage by 10% and compliant patients by 10% in 2018. Resources: Diabetic and Communications Committees

2. Review GHP diabetic initiative data for 2017, and increase participating doctor percentage by 2% and compliant patients by 5% in 2018. Resources: Diabetic and Communications Committees

3. Review action plans discussed at November 2017 UPMC POA Advisory Committee meeting and resolve coding/billing issues related to inflammadry testing and post-cataract services by December 31, 2018. Resources: UPMC POA Advisory Committee

4. Communicate with the AOA TPOC to develop agenda items for a meeting with AETNA health insurance representatives in the areas of narrowing networks and relationship with Eye Med by June 30, 2018. Resources: AOA TPC


6. Identify global issues associated with the managed Medicaid delivery system and develop an operation agenda to review these issues by December 31, 2018. Resources: POA Managed Medicaid Task Force

7. Continue communications and meetings with managed Medicaid contractors ENVOLVE and AMERIHEALTH in an effort to standardize direct contracting with the physical health payers by December 31, 2018. Resources: POA Managed Medicaid Task Force

8. Pursue increased participation by POA volunteer leaders and members on the Department of Human Services Managed Medicaid Committees and Sub Committees by December 31, 2018. Resources: POA Managed Medicaid Task Force