



**National Association
of Long Term Care
Administrator Boards**

NAB 2010-2012 Strategic Plan Executive Summary

On July 22-23, 2010 members of the NAB Executive Committee and Committee Chairs convened for a two day leadership retreat to review and update the NAB strategic plan. Philip Lesser, Ph.D., Bostrom Consulting Associates facilitated the two day retreat.

The planning group was encouraged to develop a plan that was strategic rather than tactical, and to develop a mission statement and goals that will endure over a long period of time supported by objectives and tactics focused on one to two year time frames. This will allow the leadership to revise objectives and tactics to meet the changing needs of NAB's membership without having to revise the mission and goals as frequently as in the past. The primary focus and intent of the strategic plan is on measurable benefits to NAB members.

The proposed new mission statement is as follows:

Mission: Enhance the Effectiveness and Success of Member Boards and Agencies

The current mission statement, which was more of a vision statement than a mission statement, is proposed as the new vision statement:

Vision: Be the nationally leading authority on licensing, credentialing, and regulating administrators of organizations along the continuum of long term care.

The next step was to identify primary goals of the organization that directly support the mission statement. Three primary goals were identified:

Goal 1: Ability to Meet Public Protection Mandate: for Member Boards and Agencies

The intent of Goal 1 is to support NAB Members with features and benefits that support their ability to carry out their mission of public protection. Maintaining the validity of current NAB examination programs is one example of a highly valued current benefit to NAB members that supports meeting this mandate. This goal assures that NAB continues to maintain and evolve programs and services to meet member needs relating to public safety.

Goal 2: Ability to Foster Evidence-Based Change in an Evolving LTC Environment

Recognizing that the provision of long term care supports and services has and continues to evolve rapidly, the NAB's intent with this goal is to support member boards and agencies with features and benefits that are evidence based through research, that support members to evolve standards and competency measures to meet the challenge of preparing future leaders to be successful in this changing environment.

Goal 3: Ability to Operate Efficiently

The intent of this goal recognizes that state boards and agencies are continually challenged to operate more efficiently and effectively with less. NAB's intent is to identify and provide member benefits and features that support meeting this challenge.

Next Steps

Objectives and tactics as outlined in the attached plan were developed as a draft for review by members of NAB's committees. Each committee chair will add time to their agenda to review the plan during their meetings at the Mid-Year Meeting in Chandler Arizona on November 10-12, 2010. Committee members are encouraged "if necessary" to propose the addition of activities in support of the goals. Following this review, committees will begin to work toward implementation of the plan over the next two years.

All members are invited to attend the committee meeting(s) of your choice to provide input on the new strategic plan.

NAB 2010-2012 Strategic Plan – Draft Version 3 (9-16-2010)

I. **Mission: Enhance the Effectiveness and Success of Member Boards and Agencies**

a. **Goal 1: Ability to Meet Public Protection Mandate: for Member Boards and Agencies**

i. **Objective 1: Statistically Valid and Reliable, Legally Defensible Process/Tool for Evaluating Minimum Practice Competency (PES Criteria)**

1. **Activity 1: Assist Board/Agencies to uphold the integrity of CE Programs (CE Committee)**
2. **Activity 2: Assist Board/Agencies to uphold the integrity of academic programs in LTC Administration (Education)**
3. **Activity 3: Explore new educational opportunities focused on ethics and standards of practice (State Governance)**

Objective 1 Intent: To maintain and evolve NAB examination, education/continuing education and academic accreditation programs as a tool for member boards and agencies to measure the entry level competence of licensure candidates within the appropriate scope of practice.

b. **Goal 2: The Ability to Foster Evidence-Based Change in an Evolving LTC Environment**

i. **Objective 1: When a Member Implements a Standard of Practice Improvement Measure (Develop Work Group)**

1. **Activity 1: Validate that NAB credentialing processes improve LTC leadership effectiveness (Foundation)**

Objective 1 Intent: Through research, identify and validate core competencies and effectiveness of entry level and/or continuing competency requirements for practice in various models of supports and services for long term care administration.

ii. **Objective 2: When a State Adopts a Licensure Requirement (RC/AL) (1 Year)**

1. **Activity 1: Refine RC/AL toolkit based on member needs (Marketing)**
2. **Activity:2: Establish communication/contact with each state providing the RC/AL toolkit resource listing with ‘intent’ statement. (Marketing)**

Objective 2 Intent: Support state initiatives for licensure of residential care/assisted living administrators with tools and resources and track changes and trends in the adoption of assisted living licensure requirements.

iii. **Objective 3: When States Accept New Contemporary Care Licensure (Determine Priority)**

1. Activity 1: Assist Board/Agencies to develop new scope and geographic credentialing opportunities (Executive Committee)
2. Activity 2: Increase participation and interaction with targeted national/state associations (Marketing)

Objective 3 Intent: Assure that NAB's credentialing programs evolve to meet the needs of the changing scopes of practice and market geographic opportunities within the profession of long term care supports and services.

- c. Goal 3: Ability to Operate Efficiently
 - i. Objective 1: Reduce Cost/Redundancy of Member Business Practices (Survey)
 1. Activity 1: Conduct member survey of needs assessment regarding new product/services/utilization and develop needed products and services (State Governance)
 2. Activity 2: Develop mentoring program for *non-participating and/or new board chairs/state executives* (State Governance and State Executive/Board Member Forum)
 3. Activity 3: Increase member outreach efforts (Marketing)
 4. Activity 4: Explore entry-level reciprocity concepts & continue promotion of existing reciprocity agreements among states (Reciprocity Task Force)
 5. Activity 5: Develop toolkit of standardized models to encourage standardized practices. (State Governance)

Objective 1 Intent: Assess member needs to assure that NAB understands and is responsive to assisting member boards and agencies with the tools, resources and support necessary to operate efficiently.

II. Vision: Be the nationally leading authority on licensing, credentialing, and regulating administrators of organizations along the continuum of long term care.