



# STRATEGY 2023

**Sustaining Growth Through Advocacy and Education**

# INTRODUCTION



During the COVID19 pandemic ONTABA and its dedicated volunteers rose to the challenges of the time. Our working together in these unprecedented time produced increased membership engagement across Ontario, a pivot to Telehealth for clients, and demonstrative successes in building a stronger association and supports for our profession.

Looking forward, the board of directors undertook a process of strategic planning to ensure the plan of 2020 is still relevant to guide ONTABA into the year 2025. We engaged our dedicated Advisory Board members, surveyed our members, and held two planning discussions with the ONTABA board.

Arising from those engagements are three strategic goals presented here within, along with tactics and performance metrics.

The plan's theme represents a clear direction to focus efforts on strengthening our work in advocating for our sector, our professionals and their clients, while expanding the opportunities to educate our members, our partners, and the government and public about ONTABA's important contribution to health and client care.

We believe gathering and analysing performance metrics and key comparative data will better inform our decisions and is a strategic imperative for future success. We look to our leaders, members, and stakeholders to support this process.

On behalf of the board of directors, we thank you and our stakeholders for the continued support and commitment to building a stronger ONTABA and professional sector.

# STRATEGIC GOALS

## TACTICS AND PERFORMANCE METRICS

### **GOAL #1: Build the capacity of ONTABA to achieve its mission and goals**

Develop the internal structures, resources and capabilities needed to effectively guide its members and other stakeholders through the changing external environment for behavioural analysis in Ontario.

#### **TACTICS**

1. During Q1 2023/24, the board of directors will expand the governance and operational review to identify ways and means to build capacity across ONTABA.
2. During Q1 2023/24, define roles and responsibilities for volunteers, current and potential, to enhance to efforts of ONTABA and continuous recruitment of volunteers.
3. Leverage the ONTABA Organizational Development Committee (ODC) to engage existing ONTABA members and allied professional organizations to advocate together on shared issues and goals.
4. Launch in the fall of 2023 a mixed media public campaign to raise the ONTABA profile of the public benefits and scope of the professional behavioural analysts.

#### **PERFORMANCE METRICS**

1. Compare employee salary data of similar, related nonprofits (ie. Compensation, head count, administration overhead, roles and responsibilities) to benchmark our strategic impact.
2. Volunteer report to include: regional representation, total numbers, number by committee/activity, hours contributed, and the level of financial resources invested.
3. Monitoring external membership data (eg. fees, benefits, base counts) of similar nonprofits and comparative internal data would help to inform ONTABA's pricing strategies.
4. Member attendance rates at the Annual General Meetings (AGM) and participation in voting processes may indicate the level of support, interest and relevance the organization holds for its members, and in turn indicate the health of the organization.

5. Social media user data, including #followers, #likes, #views, #impressions, and other relevant analytical SEO data by media platform. Engagement reporting should also include #comments/replies, and the nature of communications. Social media communications, newsletters and other channels should be tracked to monitor communication channel growth or declines, audience interest in advocacy, and interaction with ONTABA.



## **GOAL #2: Provide leadership and advocate for ethical, effective and safe behavioural services in Ontario**

Ensure that Ontarians are better informed about behavioural services and their use in successfully treating a range of populations and conditions. Advocate for increased, equitable access to services for consumers, directly with policy makers, and indirectly through key relationships. Increase awareness across Ontario about ONTABA, its mission, priorities and accomplishments.

### **TACTICS**

1. Continue our work to solidify our formal partnership with the College of Psychologists of Ontario (CPO) to ensure autonomous practice status for behaviour analysts within the College.
2. Establish a working group from the Board of Directors on government relations to guide and monitor the advocacy efforts of ONTABA with federal and provincial government officials and policy influencers.
3. Leverage the ONTABA Professional Affairs/Practice Committee and Advocacy and Communication Committee to engage existing ONTABA members and allied professional organizations to advocate together on shared issues and goals.

### **PERFORMANCE METRICS**

1. Collect data to report government relations advocacy meetings and activities, including representing ONTABA at local, provincial and federal levels, and other organizational types (ie., government, education, healthcare, etc), and track communication data found in the advocacy campaigns, papers circulations, and the like to members and the broader community. Analyze and compare data to specific financial allocations.
2. Report on and analyze year-over-year membership trends, including statistical reports by membership class, practice area and geographic region. Profile change or variances (+/-)

in the data can provide insights for recruitment and retention plans, investment strategies, and member pricing strategies. A minimum of monthly reporting is recommended.

3. Monthly collection and analysis of social media user data, including #followers, #likes, #views, #impressions, and other relevant analytical SEO data by media platform. Engagement reporting should also include #comments/replies, and the nature of communications. Social media communications, newsletters and other channels should be tracked to monitor communication channel growth or declines, audience interest in advocacy, and interaction with ONTABA.
4. Gather external stakeholders and partnership data to report scope and size of organizations, frequency and nature of engagement with ONTABA, and advancement made in areas of advocacy (ie., investments, public reach, parter growth, diagnosis and treatments).



### **GOAL #3: Enhance services and supports for all ONTABA members, in all parts of the province**

Provide opportunities for all ONTABA members to build their capabilities and improve their professional success. Ensure that every ONTABA member has equitable access to these opportunities, irrespective of their location in the province.

#### **TACTICS**

1. Develop a plan to increase the number of ONTABA members, across membership classes, practice areas, and geographic regions.
2. Increase ONTABA member satisfaction rates and inform decisions about member services and supports by regularly surveying ONTABA members by class or other relevant category, eg. new practitioners and those in private practice. Conduct a survey to establish a baseline against which to measure changes. Survey in subsequent years.
3. By fall 2023 develop regional plans to grow member participation in ONTABA's professional development opportunities, workshops/trainings, annual conference, and special events. The plan may include member needs assessments, annual calendar of events, blended digital delivery, registration data management, pricing policy, and equitable access for participation.

## PERFORMANCE METRICS

1. Compare satisfaction and expectation ratings through quantitative surveys, especially in areas of member communications, professional development, governance effectiveness, programs delivery, and advocacy work.
2. Report on and analyze year-over-year membership trends, including statistical reports by membership class, practice area and geographic region. Profile change or variances (+/-) in the data can provide insights for recruitment and retention plans, investment strategies, and member pricing strategies. A minimum of monthly reporting is recommended.
3. Collect and analyze requests from students, practitioners, and members from all relevant sources about ONTABA delivery of supports by service type to new members. Trends by total hours by month would help inform managing expectations, resources allocation, and scheduling future events and support services.
4. Collect and analyse year-over-year information regarding continuing education and events, such as attendance figures, membership class, practice area and geographic region by event or session. Cross referencing with financial information could help in future planning, internal market demands, and recruitment and return rates.
5. Using the financial audit statements and budget reporting processes, cross referencing financial ratios with the other organizational metrics would support deeper and broader understanding of the whole of the organization's performance. Specifically in areas membership services, professional development, and regional representations.