

## **STRATEGIC PLAN 2024-2026**

### **MISSION STATEMENT:**

The mission of the National Adult Protective Services Association 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 experience abuse, neglect, self-neglect, or financial exploitation.

### **VISION:**

Every state and local Adult Protective Services office has the financial resources and professional expertise to offer person-centered responses in cases of adult abuse, neglect, self-neglect, and financial exploitation.

### **Goals, Objectives and Metrics**

#### **STRATEGIC GOAL 1 – INFRASTRUCTURE**

Maintain and increase NAPSA's strength as an organization - through its operations and finances.

#### **SUPPORTING OBJECTIVES:**

1. Implement and follow clear and robust practices in governance and decision-making.
  - a. Ensure that the board has the members and information to guide the organization.
  - b. Operationalize board directives.
  - c. Support committees and their work.
  - d. Conduct accounting audits and complete 990s annually.
2. Maintain and improve operational efficiency.
  - a. Review organizational structure, governing policies and procedures at the discretion of the Board President and Executive Director but no less frequently than once every two years.
  - b. Review NAPSA consultants, contractors, and affiliates annually.
  - c. Implement and evaluate changes.
3. Create/Increase revenue streams, including membership, to further NAPSA's growth and achieve stability.
  - a. Seek and pursue grant opportunities and other means of financial support.
  - b. Maintain a reserve fund.
4. Stabilize and increase NAPSA's staff to carry out NAPSA's mission
  - a. Establish a staffing plan that aligns with the work to be done.
  - b. Complete yearly evaluations of NAPSA Staff.
  - c. Review staff compensation and benefits annually.

5. Disseminate necessary information to all stakeholders while preserving confidential information in line with industry best practices.
  - a. Manage and ensure security of our data.
  - b. Maintain regular, effective communication with the board, staff and members.
  - c. Broaden public awareness to engage the general public in supporting APS.

***Metrics (to be reviewed further by pertinent committees and staff):***

1. *Policy review completed*
2. *Staff evaluations completed*
3. *Consultants, contractors, and affiliates evaluations completed*
4. *Number of new revenue sources identified*
5. *Percent increase to overall annual budget (revenue/expenses)*
6. *Percent revenue from annual conference (sponsorships/registration)*
7. *Percent growth of reserve fund*

**STRATEGIC GOAL 2 - MEMBERSHIP**

Build a membership that supports our mission and engages in our services, products and events.

**SUPPORTING OBJECTIVES**

1. Develop and utilize consistent messaging regarding NAPSA's mission, vision, goals, membership benefits and activities across platforms.
  - a. Issue 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 (to be reviewed further by pertinent committees and staff):***

1. *Number of activities promoting membership (e.g. videos) – Membership Committee*
2. *Percent increase in NAPSA members*
3. *Number of activities identifying and supporting the needs of membership (e.g. regional calls, RRAB activities, P2P calls, conference listening sessions, etc.)*
4. *Member survey – include demographic questions to measure profession and other diversity measures (age, culture, gender, etc) and needs/gaps - Membership Committee, NAPSA Staff*
5. *Track NAPSA presence on traditional and social media as measured by:*



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- a. *Number of tweets/retweets – Development Committee*
- b. *Number of social media posts/"likes"/sharing – Development Committee*
- c. *Number of press releases – Development Committee*
- d. *Number of online newsletters*
- e. *Website hits*
- f. *Other website improvement activities - Development Committee*

## **STRATEGIC GOAL 3 - EDUCATION**

Be the premier standard setter and educator in the field and a leading booster of research that advances the field.

## **STRATEGIC GOAL 3A - PROFESSIONAL DEVELOPMENT**

Deliver quality educational opportunities in varied venues and forms to assure that APS staff nationwide have the information and resources to deliver person-centered services effectively and safely.

## **SUPPORTING OBJECTIVES:**

1. 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.
2. Host annual national APS conference.
3. Host annual national financial exploitation summit.
4. Continue hosting, coordinating and participating in World Elder Abuse Awareness Day events.
5. Host and support the National APS Training Center.
6. Maintain *NAPSA's Introduction to APS: A Guide for Community Partners* ("APS 101"), ensuring its availability to the field and multi-disciplinary partners such as the aging network, law enforcement, etc.
7. Identify partner(s) to keep the field up to date regarding Safety Training (in-person and online components).
8. 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.

## ***Metrics (to be reviewed further by pertinent committees and staff):***

1. *(non-NAPSA) training opportunities/materials shared/provided?*
2. *Conference – NAPSA staff, FEAB*
  - a. *Total number of conference attendees, total number of summit attendees.*
  - b. *Number of partner agency attendees and presentations at annual conference, summit, WEAAD event.*
3. *NATC metrics*

4. *APS 101 engagement?*
5. *Number of safety training partners?*
6. *record/data sharing?*
7. *Number of academic institutions contacted/educated?*

**STRATEGIC GOAL 3B – PROGRAM QUALITY**

Work to ensure that state and local APS offices/programs have the information and resources to deploy, supervise and support practices that incorporate quality standards, quality improvement, and effective multidisciplinary working relationships.

**SUPPORTING OBJECTIVES:**

1. Maintain and promote the NAPSA Certificate Program for APS professionals/practitioners while exploring the possibility of transitioning to a NAPSA APS Certification 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/training).
2. Serve as the leading expert on the development of proposed federal APS rules and compliance measures on behalf of the membership, guided by best practices and on-the-ground stakeholder input.
3. 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.
4. 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.
5. Expand work on record/data sharing between APS and financial services/financial institutions.
6. Provide technical assistance to NAPSA committees, members, partners and the field at large.

***Metrics (to be reviewed further by pertinent committees and staff):***

1. *Certificate Program – Certificate Program Lead*
  - a. *Certificate program self-sustaining – increase in number of applications and number of completions.*
  - b. *Outcome data from an annual survey of people who completed the certificate program.*
2. *How do we measure influence re: proposed federal APS regulations?*
3. *Technical assistance provided to States/Counties – Education Committee, APSWI*
  - a. *Number of trainings developed and revised (core, advanced, supervisor).*



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- 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 training.*

## **STRATEGIC GOAL 3C - RESEARCH TO PRACTICE-SERVICE INNOVATION**

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. Provide guidance, expertise, and feedback regarding data collection, data analysis, and other research activities with the goal of creating a strong link between research and practice 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, financial exploitation summit, webinars, blogs, briefs and journal club.
4. Contribute to research conducted by collaborating organizations.

### ***Metrics (to be reviewed further by pertinent committees and staff):***

1. *Number of research-based webinar, blogs, and 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*
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*

## **STRATEGIC GOAL 4 – IMPACT: PUBLIC POLICY & ADVOCACY**

Strengthen APS programs through leadership, advocacy, and support for federal funding, legislation and policies to eliminate adult abuse and improve the safety and

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quality of life of APS clients, as defined by state statute.

**SUPPORTING OBJECTIVES:**

1. 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 and executive administrations to structure and pass laws that support the mission.
2. Maintain and increase strategic partnerships at all levels (state, federal, private, public, etc.).
3. Educate partners, policymakers, stakeholders, funders and media about the role of APS and NAPSA's work.
4. Provide analysis of proposed legislation, regulations and compliance measures to improve the safety and quality of life of adults who experience abuse, neglect, self-neglect, or financial exploitation.
5. Encourage members and allied stakeholders to advocate in their own jurisdictions and provide information to support their advocacy.

***Metrics (to be reviewed further by pertinent committees and staff):***

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*
4. *Measurement of advocacy contacts made by NAPSA members and allies (data available via Muster link?)*

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