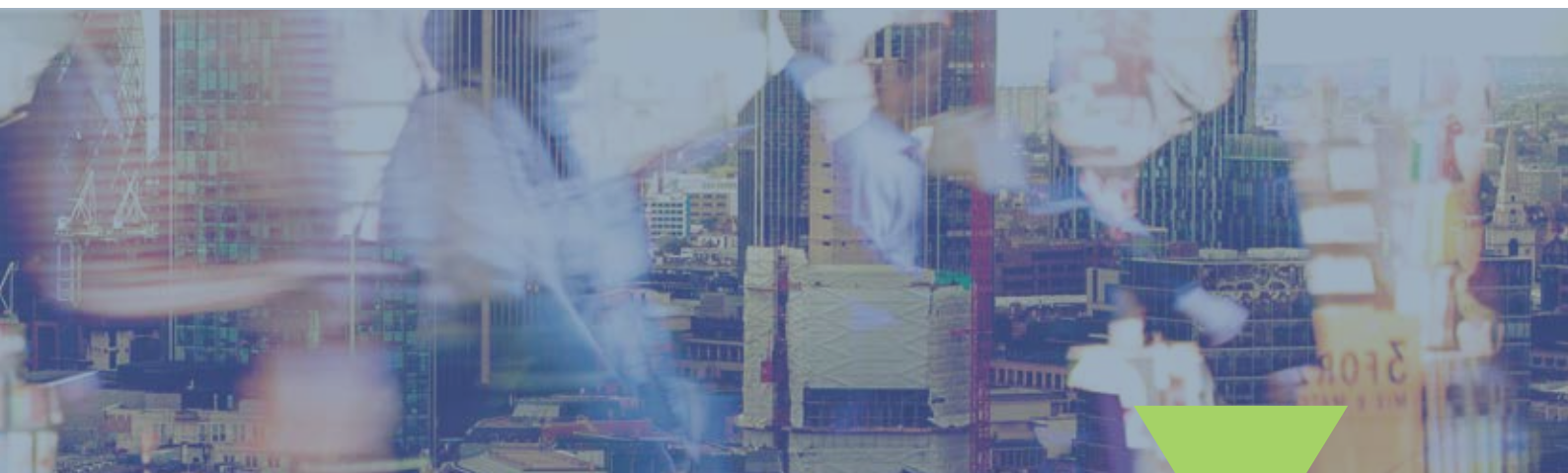




Speech Pathology Australia

Strategic Plan 2017-2019



Speech Pathology Australia

Strategic Plan

2017-2019

Contents

Introduction	3
Vision	4
Mission	4
Three-year strategy	5
Our voice	6
Our philosophy	10
Our workforce	12

For more information on the *Speech Pathology Australia Strategic Plan 2017-2019*, contact Speech Pathology Australia Chief Executive Officer Gail Mulcair by email: gmulcair@speechpathologyaustralia.org.au

Continue the conversation @speechpathaus #sp2030



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Introduction



In 2016, Speech Pathology Australia completed *Speech Pathology 2030 – making futures happen*, our landmark project to develop a vision for the future of speech pathology in Australia.

A first step

This strategic plan *Speech Pathology Australia 2017-2019* is the first step on our journey to implement the vision outlined by the speech pathology profession through the *Speech Pathology 2030* project.

This vision includes eight aspirations which will guide the Association, our membership, and the wider speech pathology profession on the path towards 2030.

These aspirations now form the bedrock of our new strategic plan.

The eight aspirations are:

- Communication accessible communities
- Access for all
- Timely services across the lifespan
- Clients and communities driving service delivery
- Skilled and confident families and carers
- Collaborative professional partnerships
- Quality services, innovation and continual pursuit of knowledge
- Diverse and dynamic workforce.

Strategic platform

Within this strategic plan, the aspirations are grouped under three key platforms: **our voice**, **our philosophy**, and **our workforce**.

Our voice represents the key areas of advocacy that are to be championed by the Association.

Our philosophy outlines the Association's desire for the services of the profession to be driven by the needs of clients, families, communities and the wider society.

Our workforce details the Association's aim for a capable workforce, with the capacity to drive quality, innovation and diversity.

Within the strategic plan, there are three interconnected components that outline the task ahead: aspirations, goals and initiatives.

Each aspiration is underpinned by a series of three-year goals. In turn, each three-year goal is to be achieved by undertaking a series of initiatives.

Vision and mission

As Speech Pathology Australia strives for 2030 we are uncompromising in our vision for the future. A vision that recognises and insists that all Australians, throughout their life, have the right to effective communication and safe swallowing.

Change is constant. We recognise and understand this. That is why Speech Pathology Australia continues to represent the past, the present and the future of the speech pathology profession in Australia. In doing this, we acknowledge that we must strive to meet the demands of today, while planning for the challenges and opportunities of tomorrow.

This strategic plan is not an end itself. It is a living, breathing document that must remain dynamic. To this purpose, we undertake to report on the plan's progress as initiatives are commenced and completed. We cannot hope to reach our end goal if we are unclear on where we have been.

Finally, *Speech Pathology Australia 2017-2019* is more than a strategic plan. It is a document that encapsulates the aspirations, visions and hopes of the speech pathology profession in Australia; an endeavour to deliver a better outcome for Australians with communication and/or swallowing difficulties.

Board of Directors

Speech Pathology Australia

Values

- ▶ **Professionalism**
- ▶ **Excellence**
- ▶ **Client centred**
- ▶ **Cultural responsiveness**
- ▶ **Innovation**

Vision

Effective communication and safe swallowing – a right for all Australians throughout their life.

Mission

Speech Pathology Australia represents the past, present and future of the speech pathology profession in Australia. We strive to meet the demands of today while planning for the challenges and opportunities of tomorrow.

We support all Australians with speech, language and communication disorders and swallowing difficulties, by guiding our profession to practise within an ethical and evidence-based framework, recognising the highest quality standards, the importance of professional development, and embracing the latest research.

We continue to support the speech pathology workforce to remain dynamic and agile, and to have the capabilities and capacity to drive quality, innovation, and diversity, as enablers to achieve our vision.

Three-year strategy

Our three-year strategy is aligned with the eight aspirations of the *Speech Pathology 2030* vision.

www.speechpathologyaustralia.org.au/SP2030

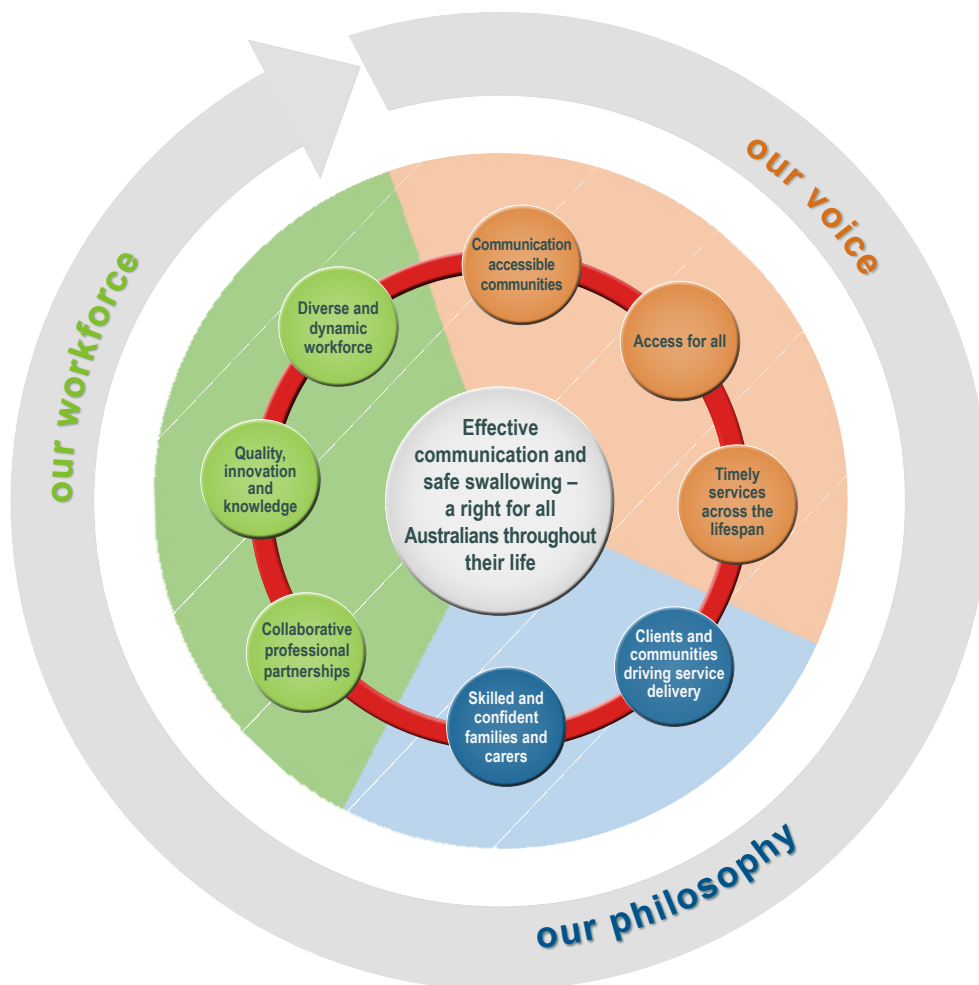
The aspirations of the *Speech Pathology 2030* vision, align with three strategic platforms:

- ▶ Our voice
- ▶ Our philosophy
- ▶ Our workforce

Each platform combines the relevant aspirations, and corresponding key goals and initiatives, to be driven across the next three year period for 2017-2019. By 2020 therefore, our aim is that these goals will have been achieved as we progress toward 2030.

The following pages outline the specific goals for each of these aspirations and the initiatives to reach those goals over the period 2017-2019.

A continuous cycle reflects that Speech Pathology Australia's strategic plan is dynamic and ever responsive to the changing environment and current and future opportunities.



Our voice

Our key areas of advocacy will be championed.

Aspiration

Communication accessible communities

By 2020...

Communication inclusivity and accessibility is recognised by government and the community, with Speech Pathology Australia (the Association) influencing policy change and adoption of standards

Governments and key community/ social service organisations and local businesses demonstrate communication accessibility

Initiatives

- ▶ Foster an Australian level collaboration of organisations with an interest in and commitment to communication inclusivity and accessibility (a Communication Inclusivity and Accessibility Collaborative)
- ▶ Develop, or adopt a clear definition of communication accessibility and the standards and guidelines that need to be met, with involvement of relevant bodies, such as Standards Australia
- ▶ Identify where communication accessibility standards may be adopted or endorsed, including within specific regulations, acts and policies
- ▶ Promote a clear vision and position of the Association, and once formed, that of the Communication Inclusivity and Accessibility Collaborative
- ▶ Engage with key strategic partners and “influential champions” to embed communication accessibility in Australian legislation, policy and conventions, for example, the Disability Discrimination Commissioner (and similar roles), politicians, and key media figures.
- ▶ Partner with key organisations who have existing programs (or plans) for implementing communication accessible communities
- ▶ Form an advocacy and promotional campaign to engage governments and key organisations in understanding and adopting a communication accessibility policy, setting clear targets and outcomes, for example:
 - Consider an awareness day (partner with consumer groups) to advocate for government to “hear the voices” of their constituents
 - Target key service/commercial organisations to build their understanding of why communication accessibility is important for their customers and business
 - Recognise and promote leading communication accessible organisations
- ▶ Pilot a regional site for a dedicated campaign (Gold Coast in 2018 to coincide with the Commonwealth Games in April and the International Society for Augmentative and Alternative Communication (ISAAC) Conference in July), leading to future events and activities
- ▶ Support international collaborations, such as the International Communication Project to drive a global understanding of communication accessibility and work towards a universal symbol.

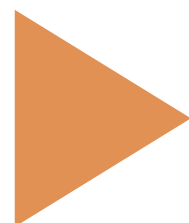
Aspiration

By 2020...

Speech Pathology Australia and its members are equipped with knowledge and resources to ensure that organisations and practices are communication accessible and to promote this concept within the community

Initiatives

- ▶ Lead by example with the Association's National Office undertaking a communication accessible audit, and implementing required changes, for example, easy English fact sheets, documents and website information, and training for front of house staff
- ▶ Develop a position statement and guidelines for achieving communication accessible organisations and communities
- ▶ Provide resources for members to utilise and implement within their practice and work settings.



Our voice

Aspiration

Access for all

By 2020...

Increased access to funded speech pathology services

Increased understanding of how the capacity of speech pathology services match client and community needs (with respect to level and distribution) across the country

Initiatives

- ▶ Utilise relevant research, where existing, or commission a report on available service and funding streams (including eligibility) and identify gaps (barriers) in access for different client populations or conditions
- ▶ Undertake an annual audit of government (public and Medicare) and private (such as, private health insurance) funding of services to enable longitudinal comparisons
- ▶ Identify key target populations, conditions or sectors, to form a clear profile and messages around the service need gaps and cost-benefit of interventions for this target group/s
- ▶ Identify features impacting access, for example, rebates and out-of-pocket expenses, lack of access to tele-practice, funding limits, service inadequacies and others
- ▶ Promote models and technology which support access in areas of thin markets and/or disadvantage (for example, tele-practice, hub and spoke models), advocating for practitioner access to necessary infrastructure and technology
- ▶ Build community awareness and government response through an active media campaign, such as, a series of proactive media releases, based on efficacy and outcomes of speech pathology services, which can be sent in response to sudden unexpected national news, or at regular intervals, to build the awareness and case for equitable access to adequate speech pathology services.
- ▶ Map distribution of speech pathologists across sectors, service types and location (i.e., metro, rural, remote practice)
- ▶ Commission further research on mapping available speech pathology services against need for speech pathology, including areas of high demand and/or disadvantage, and with consideration of workforce projections
- ▶ Work with Primary Health Networks to ensure analysis of local needs includes access to speech pathology
- ▶ Capture features that indicate efficacy and diversity of available services, including caseload/workload demands and ability to meet need
- ▶ Conduct mapping initiatives over time to show changes in the available workforce and share this information with policy/political groups and other key stakeholders
- ▶ Work with universities to ensure the future speech pathology workforce is prepared for optimal practice in rural and remote locations
- ▶ Provide professional development and resources to support the profession to utilise models and technology that optimise access.

Aspiration

Timely service across the lifespan

By 2020...

Improved access to speech pathology services at key points in time for specific target client groups

A national strategy for early childhood language and literacy is established

Initiatives

- ▶ Utilise evidence (efficacy research) and work with partners to demonstrate and advocate for timely identification and intervention for identified groups, for example:
 - Young infants and children at risk of poor speech, language and communication development (utilising Australian Early Development Census data) and promote adoption of universal early childhood surveillance programs and targeted intervention
 - Adults post stroke with aphasia (linking to the National Stroke Guidelines) and draw on the Australian Aphasia Rehabilitation Pathway
 - Older people in the community (living at home) with links to available funding through My Aged Care (working with general practitioners and the Regional Assessment Service)
 - Young people within or at risk of contact with the juvenile justice system.

- ▶ Play a lead role in the work of the Early Childhood Language and Literacy Coalition with the aim of achieving government recognition and commitment to a national strategy
- ▶ Continue to collaborate with key organisations and relevant government departments
- ▶ Identify support within government to provide funding and assist in influencing policy and initiatives in this regard.

Our philosophy

Our profession's service is driven by the needs of clients, families, communities and our society.

Aspiration

Clients and communities driving service delivery

By 2020...

Consumers are involved in the governance and key work of Speech Pathology Australia

Speech Pathology Australia members design their services in line with client and community needs and preferences

Speech Pathology Australia members design services for Aboriginal and Torres Strait Islander peoples and Culturally and Linguistically Diverse groups, with a sound understanding of their specific needs

Initiatives

- ▶ Build consumer or community representation into the governance structures of the Board of Directors of the Association, such as through consumer representation or an advisory committee
- ▶ Develop an Aboriginal and Torres Strait Islander peoples Reconciliation Action Plan for the Association, including specific initiatives involving people from Aboriginal and Torres Strait Islander backgrounds on governance and advisory structures
- ▶ Strengthen relationships with key consumer groups (including Consumer Health Forum and specific client/condition groups) and partner on specific initiatives
- ▶ Identify strategic "champions" to advocate with those with communication and swallowing disability.
- ▶ Provide education and resources to members to enhance understanding and incorporation of client and family centred philosophies and practices to be in line with changing service and funding models and community expectations.
- ▶ Roll-out national training in cultural responsiveness and culturally safe practice for members
- ▶ Include cultural responsiveness training as a Certified Practising Speech Pathologist weighted activity within the professional self-regulation program (with a focus on speech pathologists trained prior to inclusion in undergraduate training)
- ▶ Embed the Aboriginal and Torres Strait Islander Health Curriculum Framework into Competency Based Occupational Standards (CBOS) and accreditation standards of the Association, and work with universities in developing this knowledge and skills in our future workforce
- ▶ Build knowledge and resources for working with Culturally and Linguistically Diverse populations, including building awareness among members and the wider community of initiatives to instill cultural responsiveness within practice and services
- ▶ Support members in advocating for culturally safe practices within their workplace.

Aspiration

Skilled and confident families and carers

By 2020...

Community capacity for supporting effective communication and safe swallowing is promoted and strengthened

Information is available for clients and their families and carers to enable informed choices on services

Initiatives

- ▶ Advocate for funding models to establish or maintain programs that build the capacity of and support for families, for example, the National Disability Insurance Scheme - Information Linkages and Capacity Building funding for communication access and augmentative and alternative communication (AAC) supports; programs engaging with Aboriginal and Torres Strait Islander families
- ▶ Partner with other professional or consumer groups to provide support or mentoring for families with similar needs.
- ▶ Develop multi-media resources for clients, families and carers to determine the quality and appropriateness of their speech pathology services
- ▶ Translate the evidence for consumers on conditions and speech pathology intervention needs to support access and participation
- ▶ Provide clear referral and service pathways information for families and carers of specific client groups
- ▶ Refine 'SPA Find a speech pathologist' search data (practitioner and service descriptors), as well as specific Association fact sheets for conditions and sectors to support informed consumer choice.

Our workforce

Our speech pathology workforce will have the capabilities and capacity to drive quality, innovation and diversity, as enablers to achieve our vision.

Aspiration

Collaborative professional partnerships

By 2020...

Speech Pathology Australia partners with a wide range of professions and organisations to enhance the profession's collaborative practice to achieve coordination and integration of services

Collaboration with allied health professions and peak bodies will be utilised to strengthen advocacy in areas of optimal client service delivery.

International collaborations with global partners are strengthened and extended to achieve recognition of communication disability and increased access to services

Global collaboration of the speech pathology community strengthens standards and evidence based practice

Initiatives

- ▶ Provide member education and support in relation to collaborative practices, for example, interdisciplinary, multidisciplinary, transdisciplinary practice
- ▶ Strengthen collaborative practice opportunities within pre-service education and placements within accreditation requirements
- ▶ Develop specific resources and tools for working in an integrated manner with other professions, for example, speech pathology-teacher or speech pathology-engineer collaborative practice.
- ▶ Maintain active engagement with Allied Health Professions Australia, supporting and initiating joint policy development and representation to promote funding for collaborative practice and service delivery which leads to optimal client outcomes
- ▶ Support members to engage in a range of settings which foster collaborative practice, for example, Primary Health Networks.
- ▶ Maintain liaison and specific project activity with international partners to foster global reach to recognise communication as a human right
- ▶ Undertake specific initiatives to engage with Australian representatives concerning the United Nations Convention on the Rights for Persons with Disabilities (CRPD) to ensure communication disability is highlighted in issues and strategies for the 2018 reporting to the CRPD Committee
- ▶ Actively support the training and service development of speech therapy/pathology services in Majority World and developing communities.
- ▶ Investigate partnerships with international speech pathology associations in areas of clinical standards and evidence based practice development and sharing of resources
- ▶ Collaborate with relevant stakeholders across professions and industry to implement the International Dysphagia Diet Standards Initiative.

Aspiration

Quality services, innovation and continual pursuit of knowledge

By 2020...

Speech pathologists practise within recognised ethical, quality and safeguard frameworks

Speech pathology scope and advanced skills are identified and recognised through clear competency frameworks

Speech pathology practice both informs and is driven by the latest research and evidence

Speech Pathology Australia and members embrace innovation and are “on the forefront” of emerging trends and opportunities

Initiatives

- ▶ Demonstrate that the robust self-regulation program of the Association meets the standards of the National Alliance of Self-Regulating Professions
- ▶ Develop and implement a practice accreditation system, which is predicated on quality and safeguard standards (that may be requisite for areas of practice, for example, National Disability Insurance Scheme)
- ▶ Promote Speech Pathology Australia practice accreditation as a defining credential to government/funding bodies.
- ▶ Revise the definitions of advanced practice and extend work in identifying, developing and promoting national standards (based on preliminary work in identifying the purpose of, and need for, skills recognition and credentialing within the speech pathology profession)
- ▶ Ensure collaboration across relevant disciplines and explore potential changes in scope of practice, such as, medication administration and prescribing; suctioning; radiography for videofluoroscopy swallow study (VFSS); and develop competency criteria, skills and knowledge training requirements.
- ▶ Provide access to resources and training in the use of evidence based practice through extending evidence based practice online education and support the dissemination of knowledge and research, for example, access to journals and intervention databases, such as, speechBITE™
- ▶ Bridge the gap between research and clinical practice, with coaching and mentoring to support engagement and publication in clinical research
- ▶ Commit to supporting innovative practice, through specific research initiatives in areas, including simulation, technology supports for practice and therapy, emerging fields, such as, bio-genetics and robotics
- ▶ Promote innovative practice which demonstrates a positive impact on the community through various mediums, such as, scientific publications and forums, media (including social media) and public presentations.



Our workforce

Aspiration

Diverse and dynamic workforce

By 2020...

Speech Pathology Australia provides leadership in building a diverse workforce

A resilient and innovative profession that responds dynamically to new and emerging models of practice and funding systems

Initiatives

- ▶ Review workforce profile data to capture and review features of workforce diversity, including identifying barriers to training, entry and retention
- ▶ Identify and implement specific strategies to target and ensure diversity of entrants to the profession, including those from Aboriginal and Torres Strait Islander backgrounds, those from culturally and linguistically diverse backgrounds, males and those from broader socio-economic areas of the community
- ▶ Establish specific supports and mentoring in collaboration with partners, such as, Indigenous Allied Health Australia, to support retention of target groups post-graduation
- ▶ Explore pathways and support for allied health assistants and Aboriginal health workers to transition into speech pathology training programs
- ▶ Promote working with allied health assistants, support workers and Aboriginal health workers.
- ▶ Build the profession's capacity to work in different models as a result of reforms in funding, commissioning and service delivery models, for example, the National Disability Insurance Scheme, Primary Health Networks, and My Aged Care, through a range of resources, member network supports and educational opportunities
- ▶ Develop practice and business supports to equip practitioners to enter private practice, contracted employment and commissioned services
- ▶ Develop frameworks to support clinical governance that include meeting recommended levels of professional supervision when working in sole, small business or non-traditional settings
- ▶ Explore new opportunities for innovative practice, support knowledge and skill development, and showcase examples of success.





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