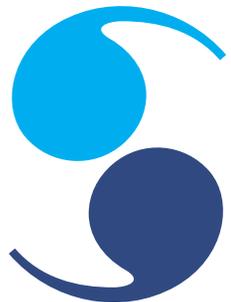


Strategic Plan 2023–2025



Speech
Pathology
Australia

Strategic plan 2023–2025



For more information on Speech Pathology Australia's *Strategic plan 2023–2025*, contact Speech Pathology Australia Chief Executive Officer Gail Mulcair by email: gmulcair@speechpathologyaustralia.org.au

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Acknowledgement of Country

We acknowledge the Traditional Custodians of lands, seas and waters throughout Australia, and pay respect to Elders past, present and future. We recognise that the health and social and emotional wellbeing of Aboriginal and Torres Strait Islander Peoples are grounded in continued connection to culture, country, language and community, and acknowledge that sovereignty was never ceded.

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Introduction

On behalf of the Board, members, and staff, we are pleased to introduce Speech Pathology Australia's *Strategic plan 2023–2025*.

We have developed the plan in the context of the unprecedented changes and challenges of the past few years. These include the COVID-19 pandemic, along with broad and wide-ranging global influences. Systems once considered stable are experiencing significant disruption, and sophisticated data analytics and technological transformation are driving change. At the same time, consumers and the community expect organisations and institutions to act in ways that match their values.

This plan re-states our commitment to respond to our members' interests and needs, while seeking to improve access to equitable and evidence-based services for people with communication and swallowing needs. In line with the vision and aspirations of *Speech Pathology 2030: Making futures happen*, we will continue to focus on inclusion and equity, and to foster a diverse and sustainable speech pathology workforce that can deliver culturally safe and responsive practice for all.

The *Strategic plan 2023–25* identifies three pillars of priorities and key projects. These are informed by our vision, purpose, and values, and are underpinned by enablers that will help us to deliver the plan successfully.

This work was shaped by the many members, volunteers and staff who gave their views and insights. We thank everyone who has contributed. You have helped ensure this plan represents a dynamic and forward-focused framework to effect positive change.

It is our pleasure to commend Speech Pathology Australia's *Strategic plan 2023–2025* to our members, staff, and stakeholders.

Tim Kittel
National President

Gail Mulcair
Chief Executive Officer

Summary

TIMEFRAME

January 2023 – December 2025.

VISION

Effective communication and swallowing throughout your life.

PURPOSE

Empower speech pathologists and strengthen access to speech pathology.

Values

INCLUSIVE

We are respectful and strive for equity.

We respect Aboriginal and Torres Strait Islander Peoples' cultures, identities, languages, perspectives, and ways of knowing, being, and doing. We create a positive and inclusive culture that fosters open, honest, and meaningful relationships. We embrace diversity, individual experiences, varied skills, and unique viewpoints so we can learn with, from, and about each other. We communicate with empathy and lead with kindness—seeking first to understand. We treat ourselves, members, volunteers, employees, stakeholders and the public with fairness and respect.

RESPONSIVE

We listen, show integrity, and build authentic relationships.

We keep members and service users at the heart of our decisions and anticipate their future needs. We use reliable and valid information to develop our understanding and guide our actions. We build relationships that permit us to recognise and act upon opportunities to quickly create improvements for members. We take responsibility for our actions and decisions. We hold ourselves accountable for the highest standards of behaviour.

PROACTIVE

We ask the right questions to inspire innovation.

We consider what is possible. We are creative and view opportunities through a future focused lens. We encourage our people to share their point of view and seek continuous improvement. We stay curious and explore ways to ask 'how' and 'why'. We evaluate our challenges and successes. We support our members, volunteers, and employees to develop their cultural responsiveness when working with Aboriginal and Torres Strait Islander Peoples and diverse communities.

TENACIOUS

We show resilience and strength in the face of challenges.

We advance our vision and purpose by pushing ourselves to break new ground. We focus on our values and on finding solutions. We adapt as we learn and we finish what we start. We are problem solvers and respond promptly to issues. We engage in crucial conversations, knowing that we can make the greatest impact together.

1.1 Influence government and decision makers to improve access to services.

- Develop an advocacy strategy to advance Speech Pathology Australia's key policy positions.
- Advocate for government and funding bodies to provide more speech pathology services where they are most needed.

1.2 Build the evidence base for optimal and accessible speech pathology services.

- Grow and maintain a repository of evidence to support compelling arguments that advance Speech Pathology Australia's advocacy agenda.
- Commission research on the economic value of speech pathology in Australia.

1.3 Increase awareness of communication and swallowing needs.

- Develop targeted campaigns with relevant community partners to increase public awareness of communication and swallowing needs.
- Launch, promote and further develop the Communication Hub in collaboration with key stakeholders.

1.4 Amplify the voices of people with lived experience of communication and swallowing needs.

- Form partnerships with consumer and advocacy bodies to increase the visibility and influence of people with communication and swallowing needs.
- Engage people with lived experience of communication and swallowing needs on Speech Pathology Australia boards and committees and in representative roles.

We are succeeding when:

- ✓ The government, community, and the media shows greater awareness of people with communication and swallowing needs.
- ✓ People with communication and swallowing needs have improved access to evidence-based services.
- ✓ The voices and opinions of people with communication and swallowing needs are heard and represented across the Association, the profession, and the greater community.

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- 2.1 Strengthen the recognition and standing of the speech pathology profession.**
- Promote the value to government and the community of the Certified Practising Speech Pathologist status in delivering safe and quality speech pathology services.
 - Improve the functionality of the 'Find a speech pathologist' search engine to help people find a Certified Practising Speech Pathologist.
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- 2.2 Develop the cultural capability of members and Association staff.**
- Embed cultural capability requirements into all pathways for Certified Practising membership.
 - Strengthen cultural leadership within the Association and profession.
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- 2.3 Champion inclusion and equity.**
- Develop diversity, equity, and inclusion leadership across the speech pathology profession.
 - Review communication and engagement processes and policies to ensure Speech Pathology Australia communications are inclusive and culturally safe.
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- 2.4 Embed a culture of lifelong learning.**
- Develop and curate high-quality, contemporary professional education that extends the capabilities of speech pathologists.
 - Develop a monitoring and evaluation framework to ensure that access to professional education is equitable and meets current and future needs.
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- 2.5 Drive increased workforce supply.**
- Develop and implement a comprehensive speech pathology workforce action plan informed by the Workforce analysis report.
 - Maintain and expand the profession's workforce data set to inform supply and demand projections and planning.

We are succeeding when:

- ✓ Speech pathologists are valued and held in high regard.
- ✓ Speech pathologists work in culturally safe and responsive ways.
- ✓ The principles of lifelong learning, inclusion, and equity underpin all aspects of speech pathology practice.
- ✓ There is a sustainable speech pathology workforce to provide services for people with communication and swallowing needs.

3.1 Strengthen pathways for professional connection, collaboration, and networking.

- Extend the functionality of the Association's communication platforms, such as the Member Hub and website, to support effective engagement of members and the wider community.
- Create engaging events across different modalities for members at a local, state, and national level.
- Establish external partnerships to expand and optimise cross-sector and interprofessional collaboration, connection, and networking.

3.2 Deliver tailored initiatives for professional success and wellbeing.

- Establish an in-depth understanding of the speech pathology profession, our membership, and Speech Pathology Australia's value across the membership lifecycle.
- Tailor professional development and wellbeing offerings to support members based on individual career and lifestyle needs.

3.3 Inspire and enable people to support, advance, and contribute to the profession and related causes.

- Boost members' capability to champion and promote the speech pathology profession in the community.
- Develop a contemporary volunteer pathway within the Association.

We are succeeding when:

- ✓ Speech pathologists are engaged with each other, their colleagues, and their communities.
- ✓ Speech pathologists are inspired to promote and advance the profession into the future.
- ✓ The profession is well supported to develop and expand existing and emerging areas of practice.

Leadership

Embed modern governance structures, policies and processes through a dynamic and cohesive leadership team.

Innovation

Ensure the right security, technology, and infrastructure are in place to drive change and continuous improvement.

Culture

Prioritise our people by continuing to focus on our organisational culture, internal systems, and creating a better experience for our employees.

Branding

Advance the Speech Pathology Australia brand and value through positive member and stakeholder experience.

Foundations

Ensure robust financial management, data-driven decision making, and business development for organisational sustainability.

We are succeeding when:

- ✓ Speech Pathology Australia's reputation grows as an excellent place to work.
- ✓ Our technology enables us to support all our activity by working in ways that are smart and secure.
- ✓ We have a sustainable business model that delivers valuable services to members.



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