

2018 - 2021

# STRATEGIC PLAN



**A BOLD NEW  
VISION**





# HASA STRATEGIC PLAN

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**BOLDNESS, BE MY FRIEND.**  
WILLIAM SHAKESPEARE

# HASA HISTORY

## The 1920s

The Speech Readers' League of Baltimore was founded as The Baltimore League for the Hard of Hearing.

## The 1930s

The League began offering social services free of charge and changed its name to The League for the Hard of Hearing.

## The 1940s

The League became a member of the Community Fund. For the first time, there was a budget to relocate, expand programs, and add staff.

## The 1950s

Gateway School was formed in 1957 and was officially recognized in 1960 by the State of Maryland.

## The 1960s

The name was changed to The Hearing and Speech Agency of Metropolitan Baltimore, Inc. and began offering speech therapy services.

## The 1970s

HASA moved from Charles Street to Old Goucher Hall on St. Paul Street after completing its first capital campaign.

## The 1980s

HASA, in partnership with the Maryland Scottish Rite Foundation, established The RiteCare Childhood Speech & Language Clinic. In 1986 The Centralized Interpreter Referral Service (CIRS) was launched. Both still thrive today.

## The 1990s

HASA joined forces with several other organizations to lobby for the Universal Newborn Hearing Screening Act of 1999.

## The 2000s

HASA moved to its current location at 5900 Metro Drive in 2003. The Listening and Spoken Language Program and the Center for Fluency Enhancement were launched on the new campus.

## The 2010s

As the organization nears the end of its first century, we continue to evolve. Our first documentary film was released in late 2010 and chronicled four children who were deaf/hard of hearing, and, in 2016, HASA celebrated its 90th anniversary.



# HASA STRATEGIC PLAN

# PROCESS REVIEW

## TIMELINE

**July 2017:** Engaged with graduate students in Organizational Development from George Washington University (GWU)

**July 2017:** Staff interviews conducted by GWU team

**August 2017:** Executive Direction change readiness assessment completed

**September 2017:** Institutional Readiness assessment completed

**October 2017:** SOAR analysis with board and staff leadership

**November 2017:** Loyola University Maryland team engagement with CIRS Interpreting team for mission, vision, values, and organizational culture alignment

**January 2018:** Board retreat; formation of Strategic Plan Committee

**February 2018:** Ideation session

**May 2018:** Focus group sessions with stakeholders; interviews with key community partners

**June 2018:** Community Impact survey distributed

**September 2018:** Strategic Plan shared with the community



THE ONES WHO ARE CRAZY ENOUGH TO THINK THEY  
CAN CHANGE THE WORLD ARE THE ONES WHO DO.  
STEVE JOBS



**A VISION IS NOT A ROAD MAP  
BUT A COMPASS.**  
PETER BLOCK

HASA STRATEGIC PLAN

# MISSION, VISION, VALUES

## MISSION STATEMENT

connecting people to their worlds

## VISION STATEMENT

a society where everyone can understand and be understood

## CORE VALUES

integrity, compassion, equity

## GUIDING VALUES

a healthy, impactful, and relevant nonprofit organization



# GUIDING PRINCIPLES

## PROGRAMS

HASA programs connect people to their worlds and aid individuals in their ability to understand and to be understood.

All programs focus on prevention, intervention, treatment, or advocacy.

Programs focus on one of HASA's primary program areas: education, hearing health, inclusion, language access, or speech & language.

## DECISION-MAKING MODEL

Is this decision made with integrity and compassion? Does it foster equity?

Does this decision make us a healthy, impactful, and relevant organization?

Does this decision represent a diverse, inclusive, and thoughtful collection of people and ideas?

## POLICY FRAMEWORK

Much of HASA's work is affected by society-wide issues that have an impact on our constituents. Additionally, HASA's work often has an impact on these society-wide issues.

HASA will not shy away from giving a voice when needed to issues related to inequality, inequity, healthcare disparities, education access, or poverty.

## BRAND PROMISE

HASA will continue a culture of integrity, compassion, and equity for our customers, clients, students, donors, employees, and volunteers at every available opportunity.

HASA will continue to be a vital participant in the Maryland nonprofit community, both as an organization and as a mission-driven collection of individuals.



**ALONE WE CAN DO SO LITTLE;  
TOGETHER WE CAN DO SO MUCH.**  
HELEN KELLER



# A TIERED APPROACH TO PREVENTION & INTERVENTION

## EDUCATION

HASA is uniquely positioned to be an industry leader as it relates to providing a tiered approach to education. HASA is positioned to expand its provision of high-quality education programs and increase access to programs that develop kindergarten readiness for all early learners.

While demonstrating this ability to have broad community impact, HASA will continue to expand mainstay early education program offerings that have historically been focused on children with special needs, giving those students the toolkit they require to be ready for school.

For students who need intensive and individualized special education, HASA will continue to provide students with a robust non-public special education, maintaining its position as an innovative and collaborative member of the Maryland State Department of Education.

## HEARING HEALTH

HASA is uniquely positioned to be an industry leader as it relates to providing a tiered approach to hearing health. HASA is positioned to expand its community education surrounding the importance of hearing conservation and the dangers of noise-induced hearing loss (NIHL).

While demonstrating this ability to have broad community impact, HASA will continue to expand mainstay hearing health program offerings that have historically been centered around providing hearing screenings for various community groups and presentations regarding hearing health services available for the adult client.

When individuals need intensive and individualized hearing health care, HASA will continue to provide high quality audiological evaluations and interventions provided by experts in the audiology field, remaining an innovative and collaborative member of groups such as the Maryland Early Hearing Detection and Intervention Program and a partner of the Johns Hopkins Cochlear Center for Hearing and Public Health.

## INCLUSION

HASA is uniquely positioned to be an industry leader as it relates to providing a tiered approach to inclusion. HASA is positioned to expand its community education surrounding the importance of demonstrating respect for all communication modalities and advocating for diversity in communication as one component of an inclusive society.

While demonstrating this ability to have broad community impact, HASA will continue to expand mainstay programs that support a diverse and inclusive society. These programs will be centered around providing a sensory-friendly and communication-diverse environment.

For institutions and community groups that require a more specific road map regarding how to create a communication diverse environment, HASA will be a model for inclusivity, continuing to partner and collaborate with groups such as Itineris, Pathfinders for Autism, Governor's Office of the Deaf and Hard of Hearing, and National Association of the Deaf.



## LANGUAGE ACCESS

HASA is uniquely positioned to be an industry leader as it relates to providing a tiered approach to language access. HASA is positioned to expand its community education surrounding the significance of American Sign Language as a viable communication tool for both the hearing and Deaf community and its dialect education programs.

While demonstrating this ability to have broad community impact, HASA will continue to expand mainstay language program offerings that have historically been centered around providing classes for individuals interested in learning American Sign Language or learning more about how dialect interacts with communication.

When individuals need intensive and individualized language access, HASA will continue to provide high-quality American Sign Language Interpreting Services and an individual dialect education program, remaining an innovative and collaborative partner of institutions such as the Community College of Baltimore County and Gallaudet University, and groups such as Registry of Interpreters for the Deaf.



## SPEECH & LANGUAGE

HASA is uniquely positioned to be an industry leader as it relates to providing a tiered approach to speech and language services. HASA is positioned to expand its community education surrounding typical versus atypical speech and language patterns.

While demonstrating this ability to have broad community impact, HASA will continue to expand mainstay speech and language program offerings that have historically been centered around providing speech and language screenings for various community groups and presentations regarding habilitative and rehabilitative issues that individuals with communication differences experience.

When individuals need intensive and individualized speech and language services, HASA will continue to administer high-quality evaluations and interventions provided by experts in the speech-language pathology field, remaining an innovative and collaborative partner of groups such as The Baltimore Infants and Toddlers Program, American Speech-Language-Hearing Association, and targeted independent schools in Maryland.

**INTEGRITY | COMPASSION | EQUITY**

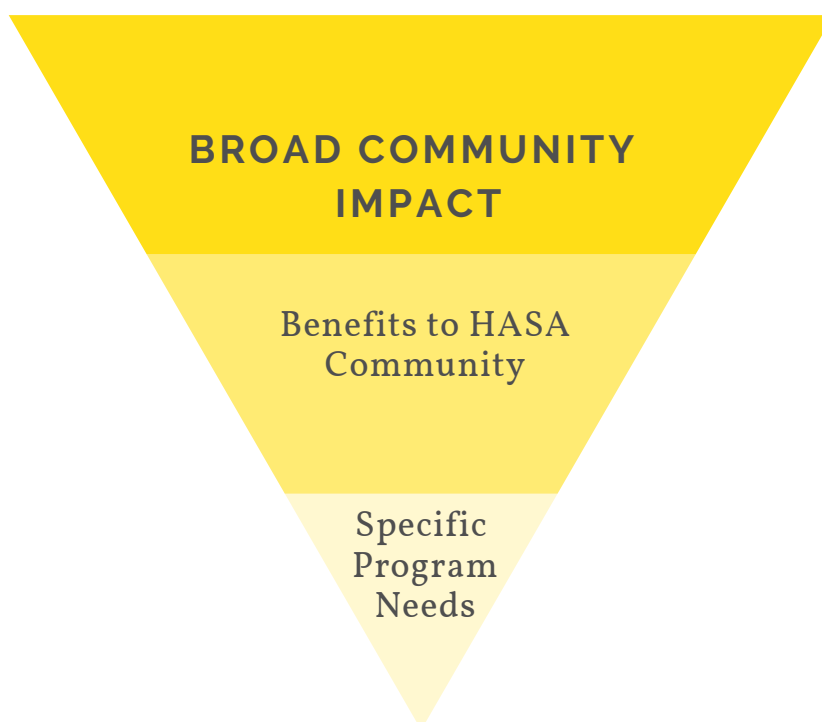
# A TIERED APPROACH TO ADVOCACY

## COLLABORATIONS & PARTNERSHIPS

As referenced throughout this document, HASA is uniquely positioned to be viewed as a premier partner. HASA is positioned to elevate its visibility within the broad nonprofit community.

While demonstrating this ability to have broad community impact, HASA will continue to expand its relationships with organizations with similar missions.

For partners who require the expertise and input of HASA staff, HASA will support team members participating in advisory board positions, continuing to be a partner with groups and projects such as the Y of Central Maryland, Baltimore HEARS, The Hearing Loss Association of America, and Maryland Association of the Deaf.



## FORTIFYING HASA'S BRAND

To fulfill the commitments made within this document, HASA is required to strengthen the consistency of its message within the community, educating the community about HASA's mission, vision, and values in a thoughtful and purposeful manner.

HASA will continue to work towards internal consistency in all messaging and develop awareness campaigns for the general public.

In addition, HASA will provide consistent and ongoing training regarding HASA's brand, mission, and vision to staff and volunteers.

## LEGISLATION

HASA is uniquely positioned to be a community leader as it relates to legislative calls to action. HASA is positioned to expand its relationships with federal groups such as the Department of Education and the Department of Health and Human Services to support the Americans with Disabilities Act and the Individuals with Disabilities Education Act.

While demonstrating this ability to have broad community impact, HASA will continue to work with state programs and regulations surrounding the implementation of federal and state laws. HASA will continue to advocate for improved access to interpreters and captioning for public service announcements, conferences, and community events.

For initiatives that require a more targeted approach, HASA will continue to partner with groups such as Maryland Nonprofits and the Local Interagency Coordinating Council for Infants and Toddlers to facilitate the local provision of services and compliance.

## MEDIA

HASA is uniquely positioned to be an active member of the media landscape. While demonstrating this ability to have broad community impact through traditional print, television, and radio, as well as social media and web-based partnerships, HASA will expand its publication of position papers, Op-Ed contributions, and white papers.

For initiatives that require a more targeted approach, HASA will provide tailored and topical toolkits and resources for the community, continuing collaborations with groups such as the National Association of Speech and Hearing Centers and other organizations with a national presence.

## OUTREACH

HASA is uniquely positioned to be a community leader as it relates to advocacy. HASA is positioned to expand its mission-based messaging, working tirelessly to have all individuals connect with their worlds. While demonstrating this ability to have broad community impact, HASA will continue to expand its grassroots community outreach initiatives related to significant issues affecting the HASA community.

For initiatives that require a more targeted approach to advocacy, HASA will provide tailored and topical community education programs provided by professional experts and community thought leaders, continuing to collaborate with groups such as Maryland Association of the Deaf, Association of Baltimore City Speech-Language Pathologists, and the Autism Society of Baltimore-Chesapeake.

**INTEGRITY | COMPASSION | EQUITY**





## ELEVATED PROFILE

Brand  
Promise

Strategic  
Impact

# HASA STRATEGIC PLAN GUIDING VALUES

## BOARD OF DIRECTORS

To fulfill the commitments made within this document, HASA will provide Board members with opportunities and tools to promote HASA's mission in the community.

HASA will foster a culture in which a Board position is both challenging and rewarding. Ongoing training will provide an opportunity for Board members to become subject matter experts who represent HASA at public events and in the media.

Board members will become HASA's strongest advocates and most committed supporters.

## COMMUNITY PARTNERS

To fulfill the commitments made in this document, HASA will work to continue to be an impactful partner of choice.

Smart partnerships will be those with groups who have similar missions and values. Collaboration with other organizations should always result in improved results and data-driven decision making.

HASA will bring value to each partnership in which it engages and will receive value from these partnerships.

## CUSTOMERS

To fulfill the commitments made within this document, HASA will provide customer-centered service from every point of entry. Ease of access to information, resources, and programs is the cornerstone of this plan.

Constituents will receive concierge-level service and courteous, consistent, and prompt responses to all inquiries - whether online, in-person, or over the phone.

HASA will create a personalized road map for the consumer that connects them to all appropriate program offerings. This approach will be both customized and scalable to ensure growth and excellence in customer service.

## DONORS

To fulfill the commitments made within this document, HASA will foster a culture of philanthropy, making gift-giving easy and fulfilling for each and every donor, no matter the size of the gift or the method of donation.

Donors will be given consistent and engaging proof of the impact of each gift and feel like true partners in HASA's mission.

HASA will cultivate a consistent and diverse donor base with recurring donors.

## VOLUNTEERS

To fulfill the commitments made within this document, HASA will continue to provide ample, fulfilling, and impactful opportunities for volunteers.

Volunteers will be given tools and training to become advocates and ambassadors for HASA.

Volunteers will become advocates, donors, and community leaders on mission-related topics.



**HEALTHY | IMPACTFUL | RELEVANT**





## A PREMIER EMPLOYER IN THE REGION

Creating and maintaining the health, impact, and relevance of HASA, it is important to be a premier employer in the region that values diversity, inclusion, and expertise.

HASA's promise to those who join the HASA team as:

### ADVOCATES

Those who represent HASA in the community will be provided with learning, advancement, and public speaking opportunities. Advocates will represent HASA's mission and guiding values in the areas of prevention, intervention, treatment, and advocacy.

### AMBASSADORS

Consistent, ongoing training will be available in all aspects of program/service delivery. Ambassadors will provide concierge-level service to customers of all programs.

### CLINICIANS

Students, as well as professionals, will be given training opportunities and ongoing professional development. Clinicians will be subject-matter experts and work at the top of their professional license whenever possible.

### EDUCATORS

Educators will be given a path to certification, ongoing professional development, and mentorship opportunities on a consistent basis throughout the year. Educators will provide family-centered care to students with a focus on HASA's mission and core values.

### INTERPRETERS

Interpreters will be given a path to certification, ongoing professional development, and mentorship opportunities on a consistent basis. Interpreters will provide all services with a focus on HASA's mission and core values.



# HASA STRATEGIC PLAN COMMITTEE

## BOARD

Gail Liss  
Allison Parker-Abromitis  
Jane Passantino  
Jonathan Pearlstein  
Mark Ring  
Miriam Zadek

## STAFF

Tammy Black  
John Sloan  
Erin Stauder

**Thank you to all the employees, donors, volunteers, patients, and community partners who joined us at focus groups and participated in survey sessions. To learn more, visit [www.hasa.org](http://www.hasa.org).**



The image features three incandescent light bulbs. The central bulb is in sharp focus and is brightly lit, casting a warm yellow glow. To its left, another bulb is partially visible and also lit. To the right, a third bulb is shown, but it is out of focus and appears dimmer. The background is a dark, neutral gray, which makes the glowing bulbs stand out. The overall composition is simple and evokes a sense of ideas and innovation.

# HASA

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