



HEALTHIER WORKPLACES | A HEALTHIER WORLD

2022-24 AIHA ENTERPRISE STRATEGIC PLAN

Approved by the Board of Directors

July 17, 2021

Mission - Empowering and advancing those who apply scientific knowledge to protect all workers and their communities from occupational and environmental hazards
Vision – A world where all workers and their communities are healthy and safe
Value Proposition - AIHA members are scientists and professionals who protect the health and safety of workers and communities by reducing risks and safeguarding operations to help organizations operate efficiently and without interruption.

Domains				
Community	Awareness	Advancement and Dissemination of Knowledge	Integrity of Professional Practice	Advocacy
AIHA will nurture and empower a diverse and inclusive professional community and engage with allied professional organizations to work towards achieving common goals.	AIHA will promote the practice of occupational and environmental health and safety (OEHS) by increasing awareness of the value of the profession and growing the organization and profession.	AIHA will explore, develop, and disseminate cutting-edge educational, technical, and career enrichment resources to advance the OEHS profession and professionals.	AIHA will identify, develop, continuously improve, and promote excellence in OEHS practices.	AIHA will influence the actions of the public, government, and organizations to advance worker and community health and safety.
Strategic Objectives				
<ol style="list-style-type: none"> 1. Enhance AIHA’s value proposition to attract, grow, and retain a diverse and inclusive community of OEHS professionals as members. 2. Enhance AIHA’s value proposition to appeal to non-core OEHS and allied professionals. 3. Enhance Product Stewardship Society’s value proposition to attract, grow, and retain a community of diverse product stewards as members. 4. Identify and nurture relationships with allied professional organizations. 	<ol style="list-style-type: none"> 1. As the AIHA association, communicate our mission, vision, values, and value proposition to increase the strength of the organization. 2. As a profession, inform organizational leaders of the value proposition of OEHS professionals: who we are, what we do, and why. 3. As a profession, broadly communicate to the public AIHA’s mission, vision, and value proposition to improve society. 	<ol style="list-style-type: none"> 1. Identify the needs associated with critical issues in OEHS, create the research agenda, and facilitate information sharing, partnerships, dissemination, and implementation of evidence-based practices. 2. Develop educational, technical, and career resources for targeted audiences. 3. Disseminate educational, technical, and career resources to targeted audiences in developed and emerging economies through multiple delivery options. 	<ol style="list-style-type: none"> 1. Implement a continuous improvement strategy to identify and address gaps between current and state of the art (best in class) OEHS practice. 2. Advance competency in specialty areas through laboratory accreditation, proficiency programs, and registry programs. 3. Develop recognized leading metrics and best practices for worker and community health and safety, including organizational social responsibility. 	<ol style="list-style-type: none"> 1. As thought leaders, build awareness of the OEHS profession and the value of the professionals’ impact on businesses and communities to influence stakeholders, the public, and policymakers at all levels of government. 2. Empower AIHA members and the public to contact their policymakers in support of AIHA public policy positions and issues.

OUR CORE VALUES

- **We prevent illnesses and injuries:** AIHA members strive to prevent occupational illness and injury as a fundamental principle of the industrial hygiene and related occupational and environmental health and safety professions.
- **We advocate and develop science-based policy and practice:** AIHA members advocate for the profession and develop sound science-based public policy and practice through collaboration across scientific and technical communities to ensure that safe and healthy environments are provided for all workers and communities.
- **We respect workers and communities:** AIHA members respect the rights of workers and communities to have healthy and safe environments.
- **We support employers and workers:** AIHA members recognize and support that operational excellence is complementary to both business and industrial hygiene and related occupational and environmental health and safety goals and priorities.
- **We respect our members:** AIHA's Board of Directors, volunteers, members, and staff conduct the business of the Association with respect for diversity of opinion, inclusive of all origins, transparent and open communication, and with due consideration of each member's limited volunteer time.

COMMUNITY

Strategic Objectives	Strategies
<p>1. Enhance AIHA's value proposition to attract, grow, and retain a diverse and inclusive community of OEHS professionals as members.</p>	<ul style="list-style-type: none">A. Maintain a strong, science-based community platform for professionals at all levels to engage, share ideas, and seek solutions.B. Create partnerships with international organizations to raise awareness and attract OEHS professionals to join as either international affiliate and/or virtual section members.C. Enhance the membership experience through meaningful engagement opportunities that align with volunteer talent and time commitment.D. Increase the suite of career and employment service offerings based on membership classifications.E. Develop resources for Local Sections to help drive engagement and action.F. Expand the scholarship pool in the AIHF (Education Foundation) to support the educational needs of qualified students.G. Facilitate networking activities for international members, students, early career professionals, and individuals performing OEHS functions both in-person and virtually.H. Strengthen, promote, and advance AIHA's diversity and inclusion policy across the enterprise.

COMMUNITY (CONT'D)

Strategic Objectives	Strategies
<p>2. Enhance AIHA's value proposition to appeal to non-core OEHS and allied professionals.</p>	<ul style="list-style-type: none"> A. Identify and create products and services (e.g., enhanced mentoring program) that address their professional development needs B. Explore creation of a new non-core community, which could include discounted rates for conferences and educational materials. C. Promote existing and identify and develop new certificate programs to support professional growth and job opportunities. D. Increase the suite of career and employment service offerings to include non-core professionals.
<p>3. Enhance Product Stewardship Society's value proposition to attract, grow, and retain a diverse community of product stewards as members.</p>	<ul style="list-style-type: none"> A. Provide platform(s) for community and information sharing. (Community) B. Enhance skills, knowledge, and abilities of practitioners through a broad portfolio of relevant and timely offerings. (Professional Development) C. Increase the awareness, visibility, essential nature, and value recognition of product stewardship. (Promotion) D. Advance the body of knowledge of product stewardship and foster incorporation of leading practices. (Thought Leadership)
<p>4. Identify and nurture relationships with allied professional organizations.</p>	<ul style="list-style-type: none"> A. Tailor organizational memberships that align with the specific needs of allied partners. B. Raise the awareness of partner conferences and educational offerings, as well as cross presentations at events. C. Invite allied professional organizations to participate in surveys, as well as collaborate on such projects as joint conferences, training programs, and technical publications.

AWARENESS

Strategic Objectives	Strategies
<p>1. As the AIHA association, communicate our mission, vision, values, and value proposition to increase the strength of the organization.</p>	<ul style="list-style-type: none"> A. Identify target markets for new member acquisition and create messaging that speaks to their needs. B. Leverage Board and member volunteers to evangelize AIHA value proposition to target markets. C. Through collaboration with global OEHS organizations around the world, expand awareness about AIHA. D. Develop website search engine optimization plan and AIHA.org search function improvement.
<p>2. As a profession, inform organizational leaders of the value proposition of OEHS professionals: who we are, what we do, and why.</p>	<ul style="list-style-type: none"> A. Identify, prioritize, and create collateral materials and messaging for prioritized audiences we serve (i.e., Brand Evolution Public Awareness Campaign). B. Develop and execute marketing campaigns to new targeted audiences and measure effectiveness over time. C. Reinforce broad-based value of the profession through outreach to communities affected by natural disasters, environmental disasters, and other workplace hazards. D. Leverage content priority “Communicating OEHS Concepts” to further awareness of the profession. E. Build upon GR public policy agenda to help fill OEHS pipelines. F. Through IOHA and other international NGOs, enhance knowledge of work-related diseases and subsequent economic impact. G. Advance awareness of the profession and support development of new and improved standards and regulations in developing economies, with a focus on key target regions.

AWARENESS (CONT'D)

Strategic Objectives	Strategies
3. As a profession, broadly communicate to the public AIHA's mission, vision, and value proposition to improve society.	A. Enhance promotion of the AIHA Consultants Listing. B. Explore the development of a national ad campaign (e.g., "Exposure Science Sherlock"). C. Develop new and refine existing technical materials for the general public. D. Identify and expand our AIHA brand ambassador program to promote the value of the profession, with a focus on assisting underserved populations.

ADVANCEMENT AND DISSEMINATION OF KNOWLEDGE

Strategic Objectives	Strategies
<p>1. Identify the needs associated with critical issues in OEHS, create the research agenda, and facilitate information sharing, partnerships, and dissemination and implementation of evidence-based practices.</p>	<p>A. Work collaboratively with allied associations and leverage practitioners and technical organizations to solicit ideas.</p> <p>B. Advance the AIHA/ACGIH Defining the Science process to include robust procedures for: matching potential research projects with researchers and funding organizations; matching funded research projects with practitioners and workplaces willing to participate; matching research results with practitioners.</p> <p>C. Promote outreach of the profession with students, early career professionals, and those individuals who are transitioning into OEHS roles in the organization.</p>
<p>2. Develop educational, technical, and career resources for targeted audiences.</p>	<p>A. Conduct regular education needs assessments to advance the profession and professionals.</p> <p>B. Canvass emerging economies to assess their training needs.</p> <p>C. Develop new products/services based on education needs assessments and gap analyses.</p> <p>D. Conduct periodic environmental scans to identify emerging issues and integrate into AIHA's content priorities as warranted.</p> <p>E. Enhance the creation of new products through our volunteer group network using the established process managed by the Content Portfolio Advisory Group.</p> <p>F. Develop and promote appropriate education tools and certificate programs for students/early career professionals, with a focus on key topics not traditionally taught in schools.</p> <p>G. Identify and re-package (e.g., translation) existing resources for professionals and practitioners in developing economies, with a focus on our target regions.</p> <p>H. Strategically evaluate and integrate AIHA publications, e-tools, and other technical resources into the AIHA suite of education offerings.</p> <p>I. Facilitate the development and advancement of ERPG values through the AIHA Guideline Foundation.</p>

ADVANCEMENT AND DISSEMINATION OF KNOWLEDGE (CONT'D)

Strategic Objectives	Strategies
<p>3. Disseminate educational, technical, and career resources to targeted audiences in developed and emerging economies through multiple delivery options.</p>	<ul style="list-style-type: none">A. Promote both AIHA and allied association new education products and services through multiple channels.B. Sustain and grow our flagship conference (AIHce) through incorporating best in class event practices.C. Sustain and grow JOEH (our peer-reviewed journal).D. Sustain and promote the Synergist family of products.E. Leverage the AIHA website, our social media platforms, and allied associations to create awareness and interest.F. Through partnerships with global OEHS organizations, promote access to AIHA educational resources.G. Support non-profits dedicated to training professionals in developing economies via our annual micro-grants program.H. Encourage students to engage in mentoring and career planning using the AIHA suite of education and training tools as a pathway toward the CIH credential.

INTEGRITY OF PROFESSIONAL PRACTICE

Strategic Objectives	Strategies
<p>1. Implement a continuous improvement strategy to identify and address gaps between current and state of the art (best in class) OEHS practice.</p>	<ul style="list-style-type: none"> A. Define resources needed and contribute to AIHA’s participation in consensus and other governmental standards. B. Liaise with OHTA and IOHA to nurture entry, intermediate, and senior level professional practice and certification schemes. C. Through the AIHA Guideline Foundation, conduct research studies to identify emerging issues. D. Implement a process for periodic review and inventory of current and best in class practices. E. Develop and implement a continuous improvement plan to close priority gaps between current and best in class practices.
<p>2. Advance competency in specialty areas through laboratory accreditation, proficiency programs, and registry programs.</p>	<ul style="list-style-type: none"> A. Implement the LAP 5-year strategic plan, including expanding existing accreditation programs and researching and developing new ones. B. Implement the LAP Brand Refresh, which will promote the benefits of laboratory accreditation to new and different audiences. C. Implement the PAT Brand Positioning to expand awareness about the value of proficiency testing. D. Pursue pilot programs to expand PAT program offerings. E. Increase participation in existing registry programs.
<p>3. Develop recognized leading metrics and best practices for worker and community health and safety, including organizational social responsibility.</p>	<ul style="list-style-type: none"> A. Define AIHA’s role in human capital/environmental social governance and engage with respective stakeholder groups to advance our agenda. B. Develop peer-reviewed AIHA consensus documents on various topics to inform and direct practicing OEHS professionals. C. Promote AIHA’s contribution to leading health metrics through multiple channels.

ADVOCACY

Strategic Objectives	Strategies
<p>1. As thought leaders, build awareness of the OEHS profession and the value of the professionals' impact on businesses and communities to influence stakeholders, the public, and policymakers at all levels of government.</p>	<ul style="list-style-type: none"> A. Identify and explore collaboration with allied partners to advance our public policy priorities. B. Generate or join coalitions that are aligned with our public policy priorities. C. Plan and hold briefings, webinars, press conferences, and similar events with policymakers on matters pertaining to our public policy priorities. D. Draft materials for members to use in presentations to local businesses and communities.
<p>2. Empower AIHA members and the public to contact their policymakers in support of AIHA public policy positions and issues.</p>	<ul style="list-style-type: none"> A. Train Government Relations Committee and Local Section members on effective advocacy best practices. B. Delegate authority for state and local government relations to Local Sections. C. Connect Local Sections with the local components of allied associations to build on each organization's advocacy strengths. D. Leverage policy influencers to promote our key messaging to targeted audiences. E. Create and maintain a new government relations action center to facilitate contact with policymakers at federal and state levels.