

# GPPA STRATEGIC PLAN 2003 – 2013

## Psychology and GPPA

### Introduction

This strategic plan includes an assessment of the present environment of psychology and psychologists and the status of GPPA. It describes a vision for GPPA, an action plan to direct its strategic activities. The plan is the result of many hours of deliberation by the Strategic Planning Committee (SPC) which has now passed it on to the Board for review and prioritization of recommended actions.

### GPPA Identity

From the beginning of the SPC discussions, participants agreed that GPPA faces critical decisions about its identity: Is GPPA to remain primarily a social club? Is it a mechanism to serve the general needs of its membership? Should it seek to become an instrument for the expression of psychology in the community? Can it be all three?

### GPPA Today

Originally established to protect and promote the interests of psychologists in the greater Pittsburgh area, GPPA has provided camaraderie, networking, and information, primarily for private practitioners plus a small number of academic psychologists. GPPA also provides periodic seminars for the benefit of the members, holds two general dinner meetings per year, and publishes a bimonthly newsletter. A Legislative committee and Healthcare Committee monitor events of concern to members. GPPA bestows annual Legacy Awards to psychologists who have distinguished themselves, and it promotes an annual Student Poster presentation to provide a forum for students of psychology to display their original research.

The organization has been stable: a loyal membership of mostly Ph.D. psychologists has remained at about 250 for a long time. Yet some sense of stagnation prevails. Membership includes only 10 – 15% of area psychologists and active members are mostly of the “baby boom” generation. While new members join at about the same rate every year, few become active on the Board or in committees. Turnover in committees or on the Board undermines follow-through on initiatives. Although members like the socializing, the newsletter, and continuing education programs, few see other benefits of membership. Also, relatively little attention has been paid to psychologists other than those in private practice.

## Psychologists Are Under Pressure

Psychologists and psychology in the U.S. are under increasing pressure. Most clinicians have seen their incomes shrink and/or their work loads increase. For new clinicians, it has become harder to break into the field and establish a private practice. In addition, clinicians are often isolated in their practices. Despite wide societal acknowledgement of the usefulness of psychology, psychologists have relatively few connections with the rest of the healthcare delivery team. While public interest in complementary medicine and the holistic approach is soaring, managed care has been slow to adopt these or to provide a prominent place for psychological knowledge. In fact, restrictions on practice by managed care organizations leave practitioners with the dilemma of complying or trying to create a practice outside of managed care.

Academic psychologists face equally serious pressures. Along with declining financial and institutional support, an emphasis on research with quick, publishable, fundable results has led to less collaboration, more competitiveness, and decreased communication among faculty from varying theoretical and philosophical perspectives.

Opportunities and rewards for interaction between academic researchers and their colleagues in clinical practice are too few. As a result, new research is slow to become incorporated into treatment methodologies, and conversely, researchers receive relatively little feedback from clinicians. There is a clear need for more connections within academic departments, and between academics and practitioners.

## The Context of Change

All of this is occurring in the larger context of change in our society. Practicing psychologists, for example, see rising rates of suicide among teens, of spousal and child abuse, of addiction, etc. The U.S. health care system is in crisis, with consumers of mental health care suffering the consequences. They face diminished availability of care, higher insurance rates and co-payments, lack of coverage, limits in access to care for the poor and minorities, and little or no knowledge of psychology and psychological services and their potential for help. Managed care has failed to control health care costs which are again rising at double digit rates. The Federal government, mired in ideological conflicts, has been unable to address the growing crisis in the health care system and reduced social services.

## Restructuring Is Coming and Psychology Can Contribute

In the next few years, a restructuring of the US health care system seems inevitable, one likely to establish the possibilities and limits of the delivery of health care and wellness programs for a long time to come. Psychologists should, and can, play a major role since psychology represents a set of values and practices that have the potential to improve individual and societal well being.

Psychologists, collaborating with other health care providers and institutions, educators, legislators, and government agencies, can support psychological thinking in health care. Working as part of a team for patient care, psychologists apply knowledge of mind-body connections and psychological issues to promote healing and improved human performance.

There are some positive trends to build upon:

- Managed care is beginning to recognize wellness and prevention as legitimate for coverage.
- Employers increasingly recognize that the treatment of psychological factors can lead to substantial reductions in medical problems and absenteeism.
- The public increasingly demands more holistic treatment, wellness programs, and education about psychological problems, and many are taking responsibility for their own health and are changing attitudes and adopting healthier behaviors.

If psychologists can increase the application of psychology within organizations and within the health care system, we will simultaneously improve performance *and* help to reduce costs.

## GPPA CAN DO MORE

Although psychology has enormous potential, the profession has not done enough to communicate about psychology's benefits, to contribute to discussions of social issues, or to influence the current restructuring of the US health care system. To this day, psychology is still often confused with other professions. Psychologists are minimally influential in persuading managed care to adopt policies or procedures that might benefit patients or their own practices. On the local level, psychologists have developed little or no political influence.

Unless we psychologists improve our performance in these areas we run a risk of marginalization that will reduce the vital contributions psychology can make to individuals and the community.

## What of Ourselves?

The Strategic Planning committee believes we can address these issues, while simultaneously serving the needs of our members. In order to accomplish these ambitious but reachable goals, we believe that we must become better organized, more vocal, and more proactive in reaching out to other groups and organizations which have common aims. We should increase our efforts to coordinate our activities with state and national psychological organizations and become more politically informed and motivated.

At the same time, to be effective, the first order of business is to take care of the caretakers. We need to secure our businesses, create more opportunities and funding, and structure an organization that can meet the needs of our members. We need to keep the self-nurturing function in mind at all times, and build initiatives that meet our own needs as well as those of our clients and our community.

## GPPA VISION

Given these challenges and opportunities, a vision for GPPA emerges.

- GPPA members acknowledge and respect the complex nature of the world.
- GPPA serves important social and organizational needs for our members.
- It spearheads efforts to transcend individual and organizational isolation and realize new cooperative opportunities to understand, communicate, and re-connect within the profession and with others, including the health care system and academia.
- It focuses on issues of professional concern that enhance psychology's influence and the benefits it delivers to the community.

The Strategic Planning Committee offers the following “From-To” template as a way of capturing some of the psychological and social complexity of the changes that can occur.

### **A Framework for GPPA Needed Changes**

<u>From</u>	<u>To</u>
<ul style="list-style-type: none"> <li>Isolation of psychologists from one another</li> </ul>	<ul style="list-style-type: none"> <li>Increased connections within the profession</li> </ul>
<ul style="list-style-type: none"> <li>Insufficient linkage between academia and clinical practice</li> </ul>	<ul style="list-style-type: none"> <li>Greater cooperation among these groups, and outreach to other mental health professions.</li> </ul>
<ul style="list-style-type: none"> <li>Political apathy and minimal influence.</li> </ul>	<ul style="list-style-type: none"> <li>Joining other proactive groups to bring about needed social and political changes.</li> </ul>
<ul style="list-style-type: none"> <li>Lack of public knowledge about psychology and psychologists and differences between related health care practitioners</li> </ul>	<ul style="list-style-type: none"> <li>Efforts toward educating the public about psychology and psychologists and clarifying the roles and capabilities of the several kinds of health care practitioners.</li> </ul>
<ul style="list-style-type: none"> <li>Psychologists experiencing personal and professional stress</li> </ul>	<ul style="list-style-type: none"> <li>Psychologists engaged in collaborative, proactive, goal-focused activities that will make a difference to themselves, to psychology, and to the public.</li> </ul>

Based upon the preceding history, context and analysis, the Strategic Planning Committee offers the following initiatives

### **GPPA STRATEGIES FOR CHANGE**

1. Build Organizational Strength. Increase the number and diversity of members in GPPA; establish a leadership cadre with emphasis on younger members; improve internal communications, and enhance member benefits, and expand continuing education
2. Establish New Roles and Cooperative Relationships with key Stakeholders, which include community health care professionals, educators, insurers, and legislators. Build understanding, influence of

psychological values and practice, and direct feedback within the psychology disciplines to speed adoption of new research findings into clinical practice

3. Create a project that demonstrates the synergies possible when clinical, academic, and research psychologists collaborate with other health care groups on a significant issue or problem. This project will also enhance the effectiveness of all four GPPA strategies.
4. Desseminate useful and persuasive information to GPPA's many publics concerning psychology, psychologists, and current issues of concern. The publics include member5s, cooperating organizations, insurers, legislators, media, and the general public.

## ASSUMPTIONS ABOUT STRATEGIC PLAN IMPLEMENTATION

The Strategic Planning Committee believes that the four strategies represent a coherent and robust framework which can guide GPPA for the 10 year plan period. Actions and initiatives driven by these strategies can lead to the achievement of GPPA's vision.

After the Board reviews and makes any required changes to this plan, the plan may provide the framework for establishing and directing committees

- In the next two years comprehensive achievements can come from selecting a project that will enlist multiple interests and perspectives of an interdisciplinary team to focus on a significant problem in health care. The team will include academic and clinical psychologists working closely with a health system, hospital, department, practice, or other appropriate organizations (hopefully involving insurers as well).
  - One goal will be to demonstrate the effectiveness of psychology in facilitating a cooperative, problem solving process.
  - A second will be to show the capabilities psychologists can bring to patient health as part of the team, and in doing so, to help reduce overall healthcare costs.
  - A third goal will be to bring the research and academic components together with clinicians to see how their combined capabilities can increase adoption of, and feedback on, new research findings.

The benefits of carrying out this plan are many:

- Through a demonstration of this kind, GPPA hopes to increase the influence of psychology and to involve PPA and APA in larger projects using a similar methodology. This approach should result in transmitting a holistic, psychological framework to appropriate audiences across the U. S.
- This project should energize regional psychologists and tie all strategies together in a living planning process.
- It will:
  - Enhance strategy one, "Build organizational strength," by exciting and attracting more psychologists and encouraging increased participation by all members.
  - Develop strategy two, "Establish new roles and creative, cooperative relationships with the stakeholders, as well as interactions with insurers and legislators." Such relationships can also build a coherent, powerful voice on current issues with other stakeholders, public insurers and legislators.
  - Demonstrate in strategy three how psychologists can create, facilitate, and collaborate in a problem solving project that is a win-win for all participants, especially for improved quality of care for patients. It can also provide a greater focus on wellness.
  - Implement strategy 4, "Disseminate useful information to GPPA's many publics," about psychology, psychologists, and current issues of concerns, including using the project as one key focus to communicate psychology's role and contributions.

While there are many projects GPPA can undertake, the SPC recommends that only one demonstration project be undertaken during the first two years to avoid overwhelming demands on members.

Potential steps for implementing this plan include:

- Strategic Planning Committee (SPC) presents and discusses plan with Board.
- After the Board approves the plan, implementation committees are formed.
- One SPC member is assigned to each committee to provide strategic guidance as appropriate.
- The Board will meet with all committees together to present this overall plan and discuss a one-page operational plan format - including actions, goals, schedules, and responsibilities - that each committee will develop.
- SPC and Board members review plans and redirects

if needed; SPC and Board meets with all committees to review all plans to see where joint efforts/synergies exist and to discuss how to take advantage of them.

- The SPC and Board members will work with the committees to prepare reports to the Board on six months and one-year accomplishments, and again for the second year.
- The SPC and Board members will review the strategic plan at the end of year one to see what has been achieved and understand what has not been successful. The committee and Board members will determine if any plan revisions are necessary and make recommendations to the Board.
- Near the end of year two, the committee will do a thorough planning process, particularly looking at what has been learned and what has changed in the context and environment for psychology, psychologists and health care.
- The revised plan will be presented to the Board at the end of year two for discussion and approval.

## THE CHALLENGE AND PAYOFF

These strategies and the operational plans to carry them out pose significant challenges for GPPA and member psychologists. But the challenges are commensurate with the impending crisis in the healthcare system and the contributions GPPA psychologists can make to the community. There would be enormous benefits from successful implementation of the plan, both for the public and for us as psychologists.

## GPPA STRATEGIES AND ACTION PLANS FOR 2003 AND 2004

For each strategy, goals and actions are outlined for 2003 and 2004. As each committee and subcommittee prepares its operational plan, we anticipate that each will recommend modifications and additions to the following, as well as determine what the specific steps will be, how they will be carried out, and in what sequence and schedule.

### **Strategy 1. Build organizational strength.**

#### 1.1 Consolidate and strengthen committees.

Goal:

- 50% increase in active membership, especially participation in committee projects.

Actions:

- The President and the Board will reorganize and moderate the committees and subcommittees by September 1.
- The President will then select the strategic chairpersons and associate chairpersons.

- New members will be involved as they enter GPPA.
  - President will host annual New Members Brunch, or equivalent.
  - President will call and invite each new member to join a committee.
- Existing members will be recruited to join a committee based on their new roles and responsibilities

### 1.2 Increase the number and diversity of GPPA members.

#### Goals:

- 25% increase in active members over the next two years.
  - Representation from CMU, W & J, Indiana U, Carlow, Point Park and St. Vincent.
- 100% increase in active membership including committee participation.

#### Actions:

- The Membership Committee will coordinate with the Regional PPA Outreach Committee to invite all new PPA members in Western PA to join GPPA.
- The Social and Networking Subcommittee will help to attract new members by providing informal opportunities for interactions with GPPA members at monthly events.
  - Events include an annual New Member Brunch.
- The Membership Committee will also contact directors of each internship site in the area to recruit interns into GPPA.
- The Minority and Ethnic Affairs Committee will investigate the needs of minority and academic psychologists in the community and recommend effective methods for GPPA outreach to these psychologists.
  - With Board approval, the committee will try to recruit these psychologists.
- The Membership Committee will work with the Scientific and Academic Affairs Committee to enlarge the size of that committee with academic psychologists from local universities and colleges. Faculty will be invited to meet and advise on how GPPA can be more responsive to the needs of those in academics.

### 1.3 Establish a leadership cadre with emphasis on younger members.

#### Goals:

- Involvement of all members particularly new and younger members.

#### Actions:

- President calls and invites each new member to join a committee.
- Have the committee chairpersons plan, organize, and implement a meeting of all new committee members to orient them on the GPPA, the new strategic plan, and on the

roles of each committee, and what is expected of each committee member.

- The chairpersons will identify potential leaders, appoint them to leadership roles in their committees and subcommittees, and mentor their development.

#### 1.4 Improve communications

Goals:

- Development of web site and other communications vehicles to give members information of real value, e.g. resources, referrals, employment possibilities, and updates on continuing education programs.
- Development of a searchable data base in which members can be located by name, location and specialty.

Actions:

- Board establishes budget to maintain and improve the GPPA website.
  - Early website projects will include a survey of members to determine their interests, as well as a directory of operating groups that represent resources to be tapped, including finding members by name, location and specialty.
- Members will be encouraged to visit the website by regular posting of information of immediate concern. The Communications Committee and the Internet Committee will have joint responsibility and report monthly to the Board.
- In year two, member participation in using the website will be assessed by the number of members permitting their e-mail addresses to be included and by feedback from members about website needs and usage when contacted for membership renewal.
- Newsletter will be published on a bimonthly basis, by an editor and an editorial associate appointed by the Board.
- See strategy four for additional actions and detail.

#### 1.5 Enhance member benefits

Goal:

- Recommendations to the Board by end of year one and implementation in year two.

Actions:

- Conduct an assessment of member needs and desires regarding benefits.
- Board selects those benefits to investigate and individual(s) to research the pros and cons of offering members specific benefits e.g. health insurance.
- The President will discuss the findings and with members.
- In year two, implement feasible benefits.

## 1.6 Expand Continuing Education

### Goals:

- Increased program participation through development of program that meets the continuing educational needs of GPPA members as well as involvement of members of other collaborating organizations who share common requirements.

## 1.7 Investigate Establishing an Executive Director for GPPA

### Goal:

- Determine the feasibility of hiring an Executive Director.

### Actions:

- In year one the president will investigate the establishment of an Executive Director for GPPA to manage day-to-day tasks, including accounts, purchases, as well as to help coordinate and facilitate the implementation of this plan.
  - The president will provide a report by year end of the costs and benefits.
  - If the decision is made to hire an Executive Director, then a team will be appointed to prepare a grant to obtain funding for the position.

**Strategy 2** Establish new roles and creative, cooperative relationships with key stakeholders, including community health care professionals, educators, insurers, employers, and legislators.

## 2.1 Increase contacts with professional organizations with which GPPA shares common concerns.

### Goals:

- Achieve working relationship with six organizations which have common interests/issues and identify and develop potential areas of cooperation.
- Year two, develop dynamic model that can be applied in situations below.

### Actions:

- In year one, President and the Academic and Scientific Affairs committee will initiate outreach efforts to individuals representing other professional organizations and invites them to meeting to discuss common interests and concerns, with the appropriate GPPA committee, e.g. Society for Human Resources Professionals, Allegheny Mental Health Association, Pittsburgh Psychiatric Society, Social Workers Association, Pennsylvania Family Counseling, Pitt School of Public Health, Gateway, Certified Addition Counselors, Psychiatric Nurses Association, EAP Association.
  - Develop mutual concern/agendas for discussion and for possible joint cooperation.
- Investigate the effective teaming of psychologists and medical staff at Winber Hospital as a possible model for a prototype project or a collaboration with one of the organizations above.

- Board and committees will investigate possible project areas for joint activities with interested organizations to achieve mutual benefits, e.g., work with a hospital or specific hospital practice to provide psychological services to benefit all participants and patients.
- In year two, they will evaluate success of these involvements and relationships and communicate lessons learned.
- The Scientific and Academic Affairs Committee will work with the Project Committee and cooperating organizations to carry out a collaborative project which will benefit GPPA members, the cooperating groups, and our society.

## 2.2 Increase GPPA's knowledge of and visibility with insurers.

### Actions:

- Year one, Healthcare Committee will identify key officials, influences, committees within the healthcare industry, as well as the most important concerns for GPPA members:
  - GPPA members will join insurers' committee.
  - The President will invite the insurers to join for creative problem solving of issues.
- By year end, Healthcare Committee will identify a major social issue (e.g., depression, eating disorders, suicide) of concern to insurers where psychologists could play a key role as part of a team and develop a plan for joint action. This information will be shared with the strategy three team for their consideration about what problem is to be tackled.
- In year two the Health Care Committee will establish a Best Practices advisory panel to select, investigate and recommend best practices in one area of clinical practice

## 2.3 Increase GPPA contacts with legislators

### Actions:

- An expanded Legislative Committee will summarize current efforts of PPA, APA, and other groups with similar agendas on legislative issues.
- This Committee will recommend to the Board positions most favorable to members and suggest ways that members can help to influence positive legislation.
  - The committee will develop creative approaches for setting up interactions between local and state legislators and GPPA members.
  - GPPA will find ways to communicate to legislators appropriate information that makes our case.
- Working with the Communication Committee, the Legislative Committee will keep the board and members updated through newsletters, e-mail, and board meetings, and will design form letters, telegrams, voice mail messages, etc. for advocacy efforts.

**Strategy 3** Create a project that will demonstrate the synergies possible when clinical, academic and research psychologists collaborate with other health care groups to develop a win/win solution on a significant issue or problem.

Goals:

Develop a model for cooperative problem solving that GPPA can use during the next decade that will result in an expanded and respected roles for psychologists.

3.1 Establish a cross-committee team to carry out this project, ideally from representatives who are also on the Academic and Scientific, Health Care, Legislative, and Communication Committees.

- Such a team will be critical since all of these committees will have data and recommendations to feed into the selection of a problem or issue to tackle as well as potential partners to work with.
- The problem or issue selected to be the focus of the project ideally should require research as well as clinical psychologists and should ideally have relevance for patient treatment.

Actions:

- The Academic and Scientific Affairs Committee working with the Membership Committee will develop recommendations on researchers and academics to join the project (See strategy 1.2).
- The Academic and Scientific Affairs Committee will also work with the President to initiate outreach efforts to several professional organizations with mutual concerns in order to identify cooperating parties for the project (See Strategy 2.1).
- The Health Care Committee will identify insurers and help officials in the healthcare industry that also might be interested in participating, as well as identifying major issues of concern to them where psychologists could play a significant role (See strategy 2.2)
- The Legislative Committee will provide input on legislative interests as well as the agendas of PPA and APA where collaboration might also occur (See strategy 2.3).
- Once a project decision is made, and partners recommended, the President and Board will negotiate with possible partners to develop a team and look for possible funding resources.

3.2 Develop a model

- Implementation of the demonstration project
- The Academic and Scientific Affairs Committee will also investigate possible models for project concepts, e.g. Winber Hospital.
- The Project Committee will take all inputs plus their own investigations, create one, or more, recommended projects and budgets to the President and the Board for a discussion. A special member meeting may also be advisable.
  - It is recommended that this project will have enough significance that funding by an insurer, employer, hospital, etc. may be possible.

By the end of year one the project team with the selected team members from cooperating organization will meet to develop a detailed plan and methodology which will be submitted to the Board for approval.

- In year two the project will be implemented. It may take longer than one year and compliance and evaluation would then become part of the succeeding planning period.

**Strategy 4**      Disseminate useful and persuasive information to GPPA's many publics concerning psychology, psychologists, and current areas of concern. The publics include members, non-member psychologists, insurers, legislators, cooperating organizations, media, and the general public.

Goals:

- Development of capabilities for improved internal and external communication outreach to GPPA's many publics.
- Support of GPPA committees and teams in carrying out their strategies.

#### 4.1 Expand resources while maintaining current communications activities

Actions:

- In year one, the Communications Committee will identify and assemble resources including:
  - Explore and analyze publications and outreach efforts by APA and other organizations, as well as publications by our regions' psychologists.
  - Develop contracts within the print and broadcast media.

- Seek names of members interested in serving as speakers or writers.
- Coordinate GPPA communication efforts with those of other organizations with mutual interests.
- Set up system to gather materials and information of relevance to all publics.
- The committee will develop a detailed communication plan for all public use.
- The Committee will maintain established communications e.g. newsletters will be published on a bimonthly basis by an editor and an editorial associate appointed by the Board.
- In year two, using the expanded resources set in place in year one, (and coordinate with PPA and APA), implement outreach to all publics based on the plan and get Board approval.
- Also communicate about at least one case of importance, as well as on the project selected in strategy three.

#### 4.2 Develop Website

##### Actions:

- In year one, the Board will establish a budget and appoint a webmaster supported by an internet committee.
- Early website projects will include conducting a survey of members to determine their interests, preparing a directory of operating groups that represent resources to be tapped; identifying members by name, locations and specialty to develop a searchable data base.
- Members will be encouraged to visit the website by regular posting of information of immediate concern. The Communications Committee and the Internet Committee will have joint responsibility and report monthly to the Board.
- In year two, the website will be used to reach members more quickly and expediently.
  - Post all meetings, agendas, notes and continuing education programs.
  - Post the newsletter on the website as well as printing it.

number

- Member participation in using the website will be assessed by the number of members permitting their e-mail addresses to be included and by feedback from members about website needs and usage when contacted for membership renewal.
- 4.3 The Board will appoint a GPPA librarian/historian to assemble materials for the resource Library and to write a history of GPPA.
- At the end of year one, the librarian/historian will report to the Board on progress.
- 4.4 The Communications Committee will be responsible for helping committees and their subcommittee prepare e-mails, form letters, special mailings, and media releases, as requested.

## Recommendations for Committees and Subcommittees

**Committees and Subcommittees**

**Roles and Responsibilities**

- Membership Committee
    - Social and Networking Subcommittee
      - Recruit psychologists in Western PA, especially academics, researchers, and interns.
    - Minority and Ethnic Affairs Committee
      - Hold informal monthly events and other opportunities to attract new members.
      - Investigate the needs of that committee of psychologists and recommend ways of attracting them to GPPA.
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- Continuing Education Committee
    - Determine educational requirements of GPPA members and develop courses.
    - Collaborate with other organizations with mutual needs and interests to increase program participation.
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- Scientific and Academic Affairs Committee
    - Establish new roles and creative, cooperative relationships with key stakeholders, including community health care organizations and health care professionals, academics, researchers, and educators.
    - Work with them to find mutual problem areas for possible cooperative problem solving in strategy 3.
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- Health Care Committee
    - Increase knowledge of and viability with key officials, insurers, committees within the health care industry, and possibly employers.
    - Identify major social issues of concern to business and employers where psychologists can play a key role as part of a team for joint action.
      - Select and recommend best practices in one area clinical practice.

## Committees and Subcommittees

- Legislative Committee

## Roles and Responsibilities

- Communicate current effort of PPA and APA on legislative issues and recommend positions favorable to GPPA and members.

- Set up interactions with local legislators.
  - Work with the Communication Committee to update members and communicate our position to the legislators.
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- Project Committee

- Create a project that will demonstrate the synergies possible when clinical, academic, and research psychologists collaborate with other health care groups to develop and demonstrate a model for cooperative problem solving.
    - This will require planning and implementation over a two year period.
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- Communications Committee

- Disseminate useful and persuasive information to GPPA's many publics – members, prospective members, cooperating organizations, insurers, legislators, employers, media, and the general public.
  - Develop capabilities for implementing internal and external communication.
  - Market current communication efforts (newsletters, etc.).
- Develop a focused plan for each audience.
- Implement the plan.
- Support the strategies and actions of other committees with their communication needs.

Website Master and Internet Sub-Committee

- Develop the information that members want and encourage use of web-site by posting meeting agendas, notes, and continuing education programs.
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Ethics Committee

- Provide peer review, consultation, and education.

