

BCCDC FOUNDATION FOR POPULATION AND PUBLIC HEALTH

Strategic Plan

September 2018 - March 2020

Our Vision

People living in healthy communities protected from infectious disease and environmental health hazards through innovative research and collaborative public health solutions.

Our Values

Integrity, transparency, accountability, independence from influence, cooperation, and public good.

Our Mission

Established to protect and promote health, prevent harm, and prepare for threats by inspiring vision and philanthropy, the BCCDC Foundation works in partnership with the BCCDC to foster the development of key partnerships and collaborations that will result in the advancement of public health in BC and beyond.

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Rationale

The purpose of this document is to outline the Strategic Plan (September 2018 to March 2020) for the BCCDC Foundation Population and Public Health (BCCDC Foundation). The plan can be adjusted to meet the needs of the Board and/or the organization as we move through the planning process. At the Board Strategic Planning retreat in June 2018, it was agreed that in order to make a significant, measurable and endurable impact for the public health of British Columbians, the BCCDC Foundation would focus our efforts over the next 18 months on a strategic plan that outlines a set of key objectives, guiding principles, specific elements that will drive success, and dedicated priority areas.

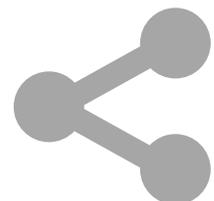


Background

The BCCDC Foundation is the philanthropic partner that enables BCCDC to drive innovation that advances population and public health services for British Columbians and others. Established to protect and promote health, prevent harm, and prepare for threats by inspiring vision and philanthropy, the BCCDC Foundation envisions people living in healthy communities protected from infectious disease and environmental health hazards through innovative research and collaborative public health solutions. The BCCDC Foundation works in partnership with BCCDC as a proactive strategic organization that seeds and supports the BCCDC brand of excellence.

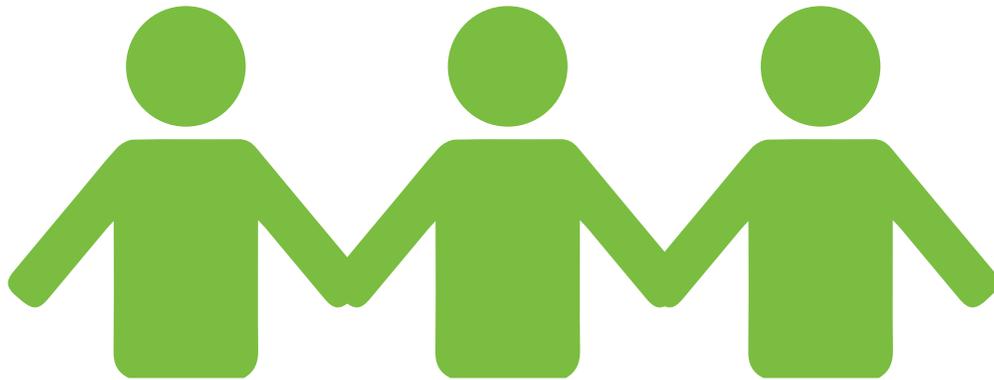
Since its inception, the Foundation has raised more than \$11M and supported 30 unique research, knowledge translation, personnel and capital projects, as well as more than 35 small pilot projects that seed research and knowledge translation activities.

Significant accomplishments over the last five years include: improving operational and financial rigour; fostering our relationship with BCCDC; creating of a strong board and staff team; building a successful internal funding program; and overall setting the stage for improved awareness, reputation, external relations, and expansion of funding prospects. With this solid baseline, the BCCDC Foundation is ready to build upon these accomplishments by focusing our energies on marketing; enhancing external relations and building new relationships; solidifying our reputation; diversifying funding prospects; and creating new mechanisms to build capacity and create sustainability. By setting objectives and defining key priority areas, we will be able to develop the programs that are needed to ensure success, build the overall capacity of the Foundation, and support our mission.



Value Proposition

The mission of the BCCDC Foundation is to protect and promote health, prevent harm, and prepare for threats by inspiring vision and philanthropy. We work in partnership with the BC Centre for Disease Control to foster the development of key partnerships and collaborations that will result in the advancement of public health in BC and beyond.



Objectives

- 1** Diversify funding prospects, add new mechanisms to increase funding opportunities, and increase revenue.
- 2** Create organizational and financial sustainability.
- 3** Identify key projects in two priority areas, utilizing the expertise at the BCCDC and external partners.
- 4** Develop, support and guide collaborative profile-raising and marketing activities for the BCCDC and the Foundation.
- 5** Build our reputation and become recognized for our investments in areas of key public health concern.
- 6** Work with our existing partners and build new relationships with government, industry, businesses, other non-profits, and the general public.

Principles

The following principles guide our work and are imperative to accomplish our objectives; these six principles represent the lived experience of the BCCDC Foundation and the fundamental values inherent in this plan:

- 1** Significant increases in revenue growth will require alignment of priorities, programs and marketing across the Foundation. The BCCDC Foundation must speak with “one voice” to donors, funders and partners. Donors must have a clear understanding of what a gift to our organization represents in service to our mission and programs.
- 2** The Foundation needs to build credibility in the donor community – we must be seen as an organization that receives and utilizes philanthropic investments on a regular basis. This requires fundraising priorities that present a compelling case to donors for investment.
- 3** Expansion of our fundraising capacity will require a comprehensive organizational plan that identifies the new structure, costs, timelines, and milestones.
- 4** Meaningful and sustainable growth will require consistent board involvement and support of the fundraising program. The expanded revenue model must include a staff led program as well as a robust contribution of senior volunteer leadership for the identification, engagement and solicitation of prospective donors.
- 5** We must increase awareness of the Foundation and our role in the public health of British Columbians. We must also better understand our donor’s motivations for giving and why donors and partners are motivated to invest in the Foundation.
- 6** The BCCDC Foundation supports the vision and mission of the BCCDC by developing relationships and seeking partners for key projects. Our synergistic relationship will allow us to jointly increase awareness of our work, and enable our organizations to grow together.



Drivers

We are in transition to a new phase of action, one of active resource generation and partnerships to address issues of pressing importance in public health and to build research, training and service capacity. The following are the core mechanisms for how we will 'drive' this plan forward:

1) Organizational Development Plan

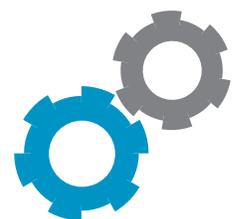
An Organizational Development Plan will provide the high-level framework to operationalize the strategic plan. Annual action plans and metrics will be developed to support the framework.

2) Priorities

A. Reducing Harms

Unintentional drug overdoses have become a public health epidemic, and deaths are on the rise. Since 2015, the number of deaths has been significantly rising, affecting people in urban, suburban, and rural areas. We have seen scale up of naloxone distribution, access to substitution therapies, public education campaigns, establishment of overdose prevention sites, and creation of an emergency overdose response centre yet the emergency persists. We need to move upstream to discuss drug policy and legislation, and work to improve stigma associated with substance use, in particular working with and enhancing peer engagement.

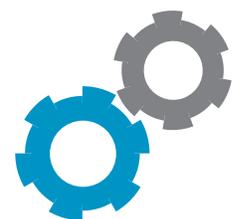
In addition, the harm reduction landscape is shifting. For example, cannabis legislation is forthcoming and raises questions around the public health and environmental impacts, including injury prevention, as well as gaps in research, training and regulation, and the use of e-cigarettes and vaping has become common place yet there is a dearth of research on health impacts and outcomes.



EXAMPLES OF BCCDC'S ROLE:

- BCCDC is involved in the epidemic response in numerous ways: convening action exchange days, substitution therapy research, app ideas, stigma and mental health, peer education and engagement, naloxone distribution and evaluation, surveillance, Toward the Heart website for frontline workers.
- The National Collaborating Centre for Environmental Health, housed at BCCDC, is considering the implications of cannabis legislation from an environmental perspective; the Population and Public Health (PPH) team is collating evidence from a traffic related-harms perspective. There is a gap in the enforcement and regulation side that may be filled by outside partnerships.
- There is an interest in developing research activities to address the lack of evidence in e-cigarettes and vaping research.

Working with BCCDC experts and other partners, the Foundation will operationalize this priority by making a clear decision on an initial key project for which fundraising activities will be targeted.



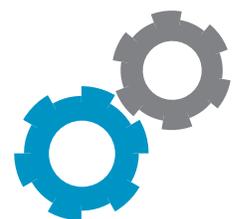
Priorities cont.

B. Addressing Threats

The bedrock and core function of BCCDC has been in the detection of and response to infectious diseases and environmental hazards, and preparation for emerging threats. Faculty and staff at BCCDC have immense strengths in areas such as vaccination, outbreak detection and response, sexually transmitted and blood borne infections, and preparing for and responding to major emergencies. Working in these areas, innovative research programs leading to translations in practice and policy, is a significant focus. To support collaboration, innovation and surge capacity, BCCDC diverse teams are working closely together, bringing disease surveillance, detection, prevention, immunization, and other areas together.

EXAMPLES OF BCCDC'S ROLE:

- The core historical function of the BCCDC is to provide health promotion and prevention services, analytical and policy support to government and health authorities, and diagnostic and treatment services to reduce communicable diseases and environmental health risks.
- A large segment of the day-to-day work, and research activities, are based on communicable disease prevention, detection/surveillance, response, clinical services, and policy guidance.
- BCCDC is the provincial reporting centre for reportable cases and categories of communicable diseases.

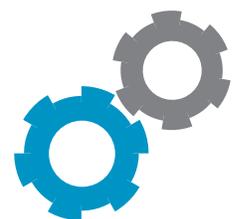


- With two clinics focusing on STIs and TB, BCCDC is responsible for diagnosing and treating and developing research activities that can translate quickly back into practice.
- The Immunization service evaluates new and existing immunization programs, conducts surveillance of vaccine-preventable diseases, synthesizes evidence to inform policy recommendations, and is home to a pharmacy, which is responsible for the purchase/distribution of vaccines, and TB and STI drugs in BC.

Working with BCCDC experts and other partners, the Foundation will operationalize this priority by making a clear decision on an initial key project for which fundraising activities will be targeted.

C. Emerging Areas

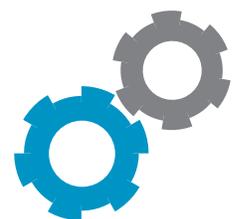
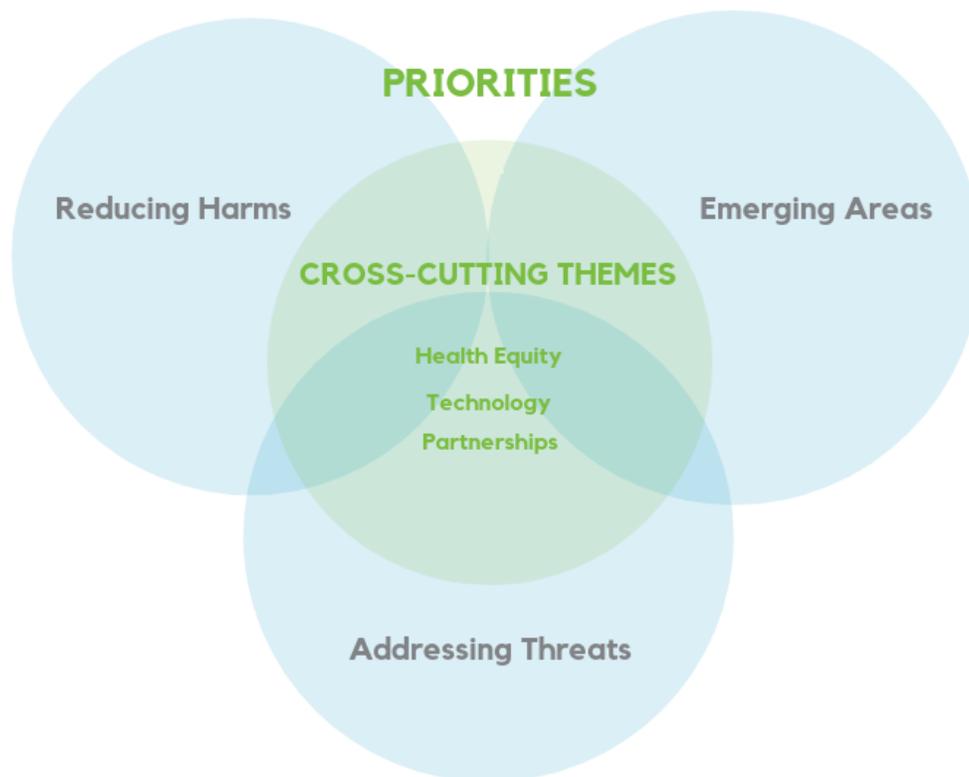
We understand in public health that new issues, threats, questions and ideas can arise at any time and we remain prepared to mobilize around opportunities, and be able to react to opportunities to protect the health of the people of BC. Projects may be developed on a case-by-case basis to capture opportunity and advance the overall mission of the BCCDC and the Foundation.



EXAMPLES OF BCCDC'S ROLE:

- BCCDC consists of a very diverse and broad group of experts, from university faculty to lab technicians, working in a variety of unique public health areas.
- The expertise at BCCDC includes infectious diseases, environmental hazards, a range of population-level knowledge, policy experts, clinical and basic scientists.

BCCDC Foundation 2018 - 2020 Priorities and Themes



Assessment - Marking our Progress

A robust commitment to reporting from the outset demonstrates how the Board will be involved in the roll out and monitoring of the strategic plan. A schedule of reporting within the strategic plan keeps the Board focused on its governance responsibilities and gives room to management to focus on implementation.

PROGRESS REPORT

January 2019
April 2019
September 2019
January 2020

PLAN PRINCIPLES REVIEW AND UPDATE ANNUAL BUDGET

April 2019
March 2020

FULL PLAN REVIEW AND STRATEGIC PLAN RENEWAL

March 2020



The details of the plan necessarily remain at the strategic level; however, specific revenue and budget goals will be set and approved by the board of directors on an annual basis.