



**BCCDC FOUNDATION
FOR PUBLIC HEALTH**

STRATEGIC PLAN

April 1 2020 - March 31 2022



**BCCDC Foundation
for Public Health**

RATIONALE

In 2018, it was agreed that in order to make a significant, measurable, and enduring impact for the public health of British Columbians, the BCCDC Foundation for Population and Public Health (BCCDC Foundation) would focus our efforts from September 2018 to March 2020 on a strategic plan that outlined a set of key objectives, guiding principles, specific elements that will drive success, and dedicated priority areas. To this end we:

- expanded our team and expertise;
- continued to build our dedicated and engaged Board of Directors;
- developed a communications/marketing strategy;
- launched new public-engagement activities;
- developed a fund development strategy and expanded our portfolios, including major gifts and annual giving;
- secured our first major donor;
- built new partnerships in more diverse areas;
- identified priority areas and aligned projects for both philanthropic and profile-raising purposes;
- secured an investment grant to seed our expanded communications and fund development activities that enable us to better support the BC Centre for Disease Control (BCCDC); and,
- began (and are growing) a loyal following of engaged members of the public, colleagues, partners, and external stakeholders.

Based on this progress, the purpose of this document is to refresh and extend the strategic plan for the BCCDC Foundation to March 31, 2022.

BACKGROUND

The BCCDC Foundation, established to protect and promote health, prevent harm, and prepare for threats by inspiring vision and philanthropy, envisions people living in healthy communities protected from infectious disease and environmental health hazards through innovative research and collaborative public health solutions. As the philanthropic partner of the BCCDC, we convene, collaborate, and leverage relationships with internal and external partners to drive innovation that advances population and public health services for British Columbians. Though a distinct entity, the Foundation is embedded within the BCCDC, allowing for unique functional and structural synergies, both within BCCDC and with other government entities.

Since its inception, the Foundation has raised more than \$11M and supported 41 unique research, knowledge translation, personnel, and capital projects, as well as more than 50 small pilot projects that seed research and knowledge translation activities. Information and details about many of these projects can be found on [our website](#), and are shared through [Twitter](#), [Facebook](#), and [Instagram](#) and the BCCDC Foundation [monthly newsletter](#).

In recent years, the BCCDC Foundation has achieved significant growth and progress, and we have been able to springboard from the solid base we have built. In 2018, we engaged in a strategic planning process which resulted in our first strategic plan, a business plan, and clear path forward for organizational growth and development. That critically important planning process has allowed us to invest in and take on an expanded portfolio in marketing and communications, new fund development activities that support research and programs at the BCCDC, and develop our own projects internally which support our shared priorities with our partners and public health broadly. By setting objectives and defining key priority areas, we are able to develop the programs that are needed to ensure success, build the overall capacity of the Foundation, and support our mission.

VALUE PROPOSITION & OBJECTIVES

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. Our aim is to improve population and public health outcomes. We do this through partnerships and collaborations with a variety of stakeholders; and through our primary partnership with the BCCDC, we foster the development of programs and projects that will result in the advancement of public health in BC and beyond.

OBJECTIVES

This strategic plan outlines six objectives that support our mission. We continue to:

- 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 priority areas, utilizing our expertise, the expertise at the BCCDC, and the expertise and support of external partners.
- 4) Develop, support and guide collaborative profile-raising, communications and marketing activities for the BCCDC Foundation, the BCCDC, and population and public health.
- 5) Build our reputation and become recognized for our investments and expertise in areas of key public health concern.
- 6) Work with and convene our existing partners and build new relationships with government, industry, businesses, other non-profits, and the general public to advance public health.

PRINCIPLES

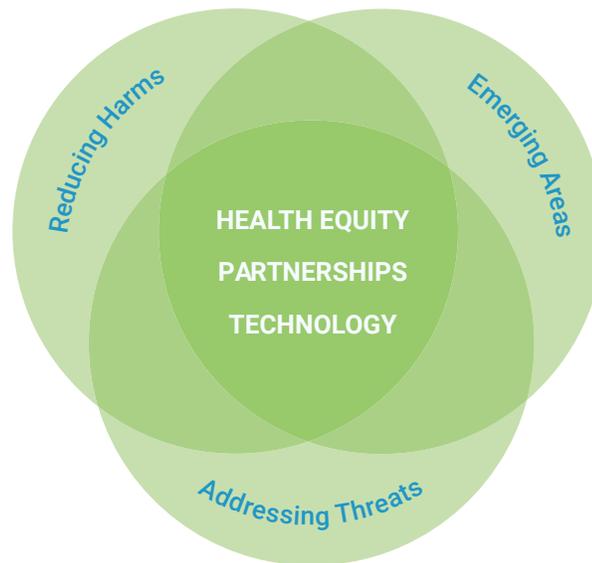
The following principles guide our work and are imperative to accomplish our objectives; these six principles represent the lived experience of the BCCDC Foundation and the fundamental values inherent in this plan:

- 1) Significant increases in revenue growth 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 is credible in the donor community—we are 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. It is imperative that we understand our donor’s motivations for giving and why donors and partners are motivated to invest in the Foundation.
- 3) Expansion of our fundraising capacity requires ongoing comprehensive organizational plans that identify necessary structures, costs, timelines, and milestones.
- 4) Meaningful and sustainable growth requires consistent Board involvement and support of the fundraising program. The revenue growth model includes a staff led program as well as a robust contribution of senior volunteer leadership for the identification, engagement, and solicitation of prospective donors.
- 5) The Foundation is credible in the public community. We must continue to increase awareness of the Foundation and our role in the public health of British Columbians. We are a credible and reputable source of information and support to improve public health in our province and beyond.
- 6) The BCCDC Foundation and the BCCDC work together as partners, marrying the expertise of both organizations. The Foundation supports the vision and mission of the BCCDC by developing relationships and seeking partners for key projects, and through engaging and supportive marketing activities. Our synergistic relationship allows us to jointly increase awareness of our work, and enables our organizations to grow and thrive together.

PRIORITIES

By working with our partners, we are ideally situated to advance the health of our population. By working on key health promotion, prevention, and equity initiatives, our goal is to positively shift the health of our population and reduce the burden of disease and injury—ultimately reducing the burden on our healthcare system. We are aligned with the BCCDC’s priorities and direction, and are in a phase of active resource and partnership generation to address issues of pressing importance in public health. In addition to our cross-cutting themes that underpin our work—health equity, partnerships, and technology—the following are the priorities that enable us to ‘drive’ this plan forward.

Priorities and Cross-Cutting Themes



Reducing Harms

Unintentional drug overdoses have become a public health epidemic, and despite a declaration of a public health emergency in 2016 and continuous efforts to resolve the crisis, many people are still dying. In fact, life expectancy in BC has decreased due to the pervasiveness of overdose deaths. The response to the overdose crisis has been extensive: through harm reduction strategies and services, lives are being saved. We have seen scale

up of naloxone distribution, access to substitution therapies, public education campaigns, establishment of overdose prevention sites, and creation of an Overdose Emergency Response Centre; yet the emergency persists. BC's Provincial Health Officer has called for provincial action to decriminalize people who possess controlled substances for personal use. We need to move upstream to discuss drug policy and legislation, and work to eliminate stigma associated with substance use, in particular working with and enhancing peer support, engagement, and networks.

The BCCDC's role in reducing harms:

- BCCDC leads harm reduction initiatives with a provincial scope; and,
- BCCDC is involved in the overdose response in numerous ways, for example: convening action exchange days, substitution therapy research and safer supply access, stigma and mental health, peer support, education and engagement, naloxone distribution and evaluation, surveillance, and Toward the Heart website for frontline workers and healthcare professionals.

By aligning and working with BCCDC experts and other partners, the Foundation is operationalizing this priority by supporting and implementing key projects, such as:

- supporting peers, peer groups, and peer networks;
- providing funding for the Compassion, Inclusion and Engagement program led by the BCCDC Harm Reduction team;
- developing and implementing an anti-stigma campaign 'Words Matter' led by the BCCDC Foundation with partners.

Addressing Threats

The bedrock of public health is in the detection of and response to infectious diseases and environmental hazards, as well as prevention efforts to protect the health of our population. Key examples of this work includes vaccination, outbreak detection and response, monitoring and treatment of sexually transmitted and blood borne infections, preventing chronic diseases and injuries, creating safe and healthy environments, and much more. 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, public health brings disease surveillance, detection, prevention, immunization, and other areas together into one discipline that, at its core, takes care of people and works to create the healthy human.

The BCCDC's role in addressing threats:

- BCCDC provides health promotion and prevention services, analytical and policy support to government and health authorities, diagnostic and treatment services to reduce communicable diseases and environmental health risks, monitors and prevents chronic diseases and injuries, and is the provincial reporting centre for reportable cases and categories of communicable diseases;
- with two clinics focusing on STIs and TB, the BCCDC is responsible for diagnosing and treating, as well as developing research activities that can translate quickly back into practice; and,
- 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.

By aligning and working with BCCDC experts and other partners, the BCCDC Foundation is operationalizing this priority by supporting and implementing projects, such as:

- Preventing Childhood Asthma: Population-level Research to Reverse the Epidemic;
- British Columbia Hepatitis C Virus Elimination Program & Development of an Hepatitis C Virus Pipeline for Data Analysis;
- Whole Genome Sequencing for Food Safety;
- reducing vaccine hesitancy and improving immunization coverage across BC.

Emerging Areas

One of the core functions in public health is to prepare and be ready for emerging threats. We understand in public health that new issues, threats, questions, and ideas can arise at any time and we remain prepared to mobilize around and react to opportunities to protect the health of BC's population. Examples include the SARS outbreak in 2003, H1N1 pandemic in 2009, and the current global pandemic: COVID-19. Public health professionals must be prepared to act and we must be prepared to support.

The BCCDC's role in emerging areas:

- 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, who lead outbreak response and emergency preparedness activities in partnership with others, such as the Provincial Health Officer and the regional health authorities; and,
- the expertise at the BCCDC includes infectious diseases, environmental hazards, a range of population-level knowledge, policy experts, clinical and basic scientists who collaborate as new areas emerge in public health.

By aligning and working with BCCDC experts and other partners, the BCCDC Foundation is operationalizing this priority by supporting and implementing projects, such as:

- the Emergency Response Fund for COVID-19 rapid-response activities and future outbreaks and emergencies; and,
- the Driving Innovation Fund provides flexible and broad funding for growth, innovation, and development of new ideas and initiatives.

Because of our relationships, broad mandate, and distinctive structure, we have the ability to be nimble and move into novel areas, to collaborate and innovate, and to adapt within the constantly shifting landscape of public health. As such, the above projects do not reflect a comprehensive list, but rather a snapshot of current work that demonstrates our alignment with the BCCDC and other partners and is subject to change as new priorities emerge.

ASSESSMENT

MARKING OUR PROGRESS

A robust commitment to reporting from the outset demonstrates how the Board of Directors 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	PLAN PRINCIPLES & UPDATE ANNUAL BUDGET	FULL PLAN REVIEW & STRATEGIC PLAN RENEWAL
QUARTERLY	MARCH 2020 MARCH 2021	MARCH 2022

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. Operational plans underscore this plan to ensure implementation aligns with our strategy.



SUMMARY

We have developed an innovative model that allows us to do our good work, support the good work of the BCCDC, and shine a light on population health with the public. With this, we feel closer to our vision of what the Foundation can be and do, and how we can serve our population. We are facing exciting opportunities to build capacity and strengthen our relationship with the BCCDC so that we can support building the profile, refining the mandate, and developing longer-term strategy. With this extended strategic plan to guide us, we will see exponential growth and success over the next two years. This will shape us as a public health leader, and enable us to support public and population health in BC and beyond. The BCCDC Foundation is in a unique position to grow into a true provincial leader in public health philanthropy. This two-year plan will lead the way.

BCCDC Foundation for Public Health

655 W 12th Ave, Vancouver, BC
Canada V5Z 4R4

604.707.2490

info@bccdcfoundation.org

www.bccdcfoundation.org

@ **BCCDCFoundation**



BCCDC Foundation
for Public Health