

Hepatitis C Council of BC

Our Strategic Plan

DRAFT

October, 2005

THE FUTURE OF THE HEPATITIS C COUNCIL OF BC

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The Strategic Plan

This Plan shows how we intend to pursue our Mission over the next few years. It is the guide and justification for everything that we do.

We divided our operations into seven Strategic Areas, each devoted to a distinct realm of action.

As part of the strategic planning process, we imagined what the Hepatitis C Council of BC would look like over the next few years, in the best of possible worlds. These were our shared dreams, tempered with a dose of reality, of what it could look like if we made the necessary effort.

We used the Strategic Areas as windows through which to view that future. Like any window, if one gets close enough, one can see part of the views from other windows. None are distinct boxes, but they did help us focus on critical parts of the overall Vision of what could be. This then formed the framework for our plan.

A description of the planning process and our assumptions are attached as **Appendix 'A'**.

Another critical part of the planning process was an Environmental Analysis. This was an examination of our internal strengths and weaknesses, coupled with an assessment of the major external opportunities and threats we face. This environmental scan provided us with a reality check on our dreams of what could be. It was a critical process to undergo before we transformed our vision into our Goals. This analysis is attached as **Appendix 'B'**.

Our Goals are clear statements of what we intend to achieve in each of our Strategic Areas. Each Goal captures one or more of our visions of what could be, as modified by our analysis of the environment in which we will be pursuing them. Each Goal is followed by a number of strategies that describe ways in which each Goal will be realized. These Goals and Strategies form the components of our Strategic Plan upon which all future annual plans will be based.

Priorities and the key steps in the implementation of our Plan are laid out under Milestones in **Appendix 'C'**.

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Mission Statement

To provide a means for sharing information and coordinating mutual support and action that will strengthen the capacity of individuals and organizations throughout British Columbia to prevent new HCV infections and to improve the health and treatment outcomes of people already living with HCV.

Strength through Cooperation

Core Values

- Our Mission Statement is our guide to everything that we do.
- We put the highest priority on the needs of people living with the effects of HCV in all our actions concerning the Hepatitis C Council of BC.
- We will endeavour to meet the challenges that we face with courage, integrity, compassion and understanding.
- We consider it vital that all people living with HCV be treated with dignity, respect and understanding in a spirit that recognizes their humanity and the challenges that they face.
- We are determined to include people living with HCV in all decisions that affect them.
- We will ensure that the Hepatitis C Council of BC operates by consensus to the greatest extent that we can.
- We agree to put the values and principles of the Hepatitis C Council of BC ahead of our personal agendas.
- We need to revisit our Core Values from time to time, not just to review them, but to recommit ourselves to them, as it is from these that we draw our strength.

Our Vision

- We include all individuals, groups and organizations concerned with HCV in the Province of British Columbia.
- We have the support of a diversity of capable, motivated individuals who have a deep understanding of HCV issues in BC and have influence or access to key sectors of the community.
- We have contracts for necessary services with dedicated, competent and creative individuals who exemplify the qualities of excellence and service.
- We have a multifaceted yet integrated approach to communications, education, support and fund raising that appeal to a variety of potential participants and donors.
- We are financially robust with a broad, diverse and expanding base of funding support.
- All of our operations are well managed and maintained, avoid duplication, are necessary, and respond quickly and appropriately to changes in the needs of people living with, or at risk for HCV.

Strategic Areas

These are the areas of action through which we develop and implement our plans.

1. **COMMUNICATIONS** How we keep in touch with Council members and provide channels for them to communicate with each other.
2. **EDUCATION** How we inform individuals, agencies, health care professionals, government and other community leaders with respect to HCV issues, problems and solutions.
3. **SUPPORT** How we help strengthen the capacity of groups and individuals to cope effectively with HCV.
4. **MARKETING AND PUBLIC RELATIONS** How we present ourselves, demonstrate our value as an organization, and attract the participation of individuals and organizations.
5. **FUND RAISING AND RESOURCE DEVELOPMENT** How we obtain the resources required to develop and sustain our activities.
6. **MANAGEMENT** How the Working Group and contracted services fulfill their responsibility to the members of the Council.
7. **FINANCE AND ADMINISTRATION** How we provide the financial and administrative support we need.

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Goals and Strategies

1. Communications

To maintain effective communications within the Council.

GOALS

1.1. To establish and maintain effective communications between participants in the Hepatitis C Council of BC.

Strategies

- 1.1.1. Hold semi-annual General Assemblies to obtain the views and support of Council members and to receive direction as to how our mission will be pursued.
- 1.1.2. Operate a Council Web Site that will keep people informed as to our purpose and how we are pursuing it, as well as providing links to related sites of interest to Council members and the general public interested in learning more about HCV.
- 1.1.3. Develop and implement Operating Procedures/Guidelines for the Council e-mail groups.
- 1.1.4. Take specific actions that will ensure that:
 - We avoid duplication.
 - We respect the rights of all to fair, unbiased, and considerate treatment
 - We avoid unnecessary communications that clutter peoples' in-boxes and discourage continuing involvement.
- 1.1.5.

1.2. To establish and maintain effective communications amongst members of the Working Group, and with the Hepatitis C Council of BC.

Strategies

- 1.2.1. Develop and implement Operating Procedures/Guidelines for the Working Group e-mail group.
- 1.2.2. Record and make available to the membership meeting notes or minutes from all Working Group conference calls and face-to-face meetings.
- 1.2.3. Make use of all meeting opportunities in the province to hold face-to-face meetings of those Working Group members attending, within the limitations of available time and finances.
- 1.2.4. Use other appropriate means of communication between Working Group members such as:
 - Conference Calls.
 - Instant messaging.
 - Direct e-mail communications.

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1. Communications Continued

1.3. To make the best possible use of the communication systems of participating groups so as to capitalize on what already exists.

Strategies

- 1.3.1. Agree with the Public Health Agency of Canada, national HCV-focused organizations and the BC Centre for Disease Control as to how our respective web sites will work together in order to improve awareness and reduce duplication.
- 1.3.2. Use the *hepC.bull* as a communication tool, as agreed with HepCBC.
- 1.3.3. Provide links on the Council Web Site to these and other sites operated by Council member organizations and international HCV sites of interest.
- 1.3.4. List and cross-link with Council member groups.

2. Education

To provide necessary information to those infected, affected by or concerned about hepatitis C

GOALS

2.1 To ensure that elected representatives and government officials have the information they need to develop and implement public policies and practices that will reduce the spread of HCV and support the physical, mental, social and spiritual health of people living with and affected by this viral infection.

Strategies

- 2.1.1 Strike a Task Group to develop a clear and consistent strategy for identifying issues and developing materials that will explain those issues to appropriate decision makers and recommend the actions they need to take to deal with them. These issues should include:
 - Public Education.
 - Harm Reduction.
 - Health and Treatment, Care and Support.
 - Disability Benefits.
 -
- 2.1.2 Obtain the views of Council members on important issues and keep them informed as to what is being done about them.
- 2.1.3 Identify individuals or agencies that have particular stature, expertise and influence in specific areas, and when appropriate, use them to educate decision makers to take necessary action to deal with vital issues, with the weight of the Council to back them up.
- 2.1.4

2.2 To inform individuals, agencies, health care professionals, government and other community leaders with respect to HCV issues, problems and solutions.

Strategies

- 2.2.1 Strike a Task Group to implement all of the following strategies and to develop and implement others that the group identifies as being necessary to meet this goal.
- 2.2.2 Coordinate the development and delivery of necessary educational materials and the provision of advice to individuals, agencies, health care professionals, government and other community leaders.

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- 2.2.3 Coordinate the implementation and development, where necessary, of skills building programs, as identified as required by the membership of the Hepatitis C Council of BC.
- 2.2.4 Assess what resources currently exist and identify what gaps in information need to be filled.
- 2.2.5 Promote, support and, where necessary, coordinate the development of effective hepatitis C education and harm reduction programs.
- 2.2.6

3. Support

To strengthen the capacity of organizations and individuals to effectively address the support needs of people living with HCV.

GOALS

3.1 To strengthen the capacity of community-based HCV-focused organizations, groups and projects.

Strategies

- 3.1.1 Hire a consultant/trainer to design a Governance Curriculum for delivery to developing agencies.
- 3.1.2 Encourage the availability of funding resources for, and, if necessary, provide capacity building grants to struggling agencies to help them become self-sustaining and effective.
- 3.1.3 Develop a mentoring program that pairs established agencies with developing ones.
- 3.1.4 Run workshops at Conferences on specific topics of value to organizations, such as:
 - Governance.
 - Effective Meetings.
 - Fundraising.
 - Strategic Planning.
 - Partnership Building
- 3.1.5

3.2 To foster political and social environments that are supportive of people living with and affected by HCV.

Strategies

- 3.2.1 Strike a Task Group to implement the following strategies and to develop and implement others that the group identifies as being necessary to meet this goal.
- 3.2.2 Collect, develop and circulate proven models for effective community development and support.
- 3.2.3 Develop strategies that will enable Council participant agencies to do the following:
 - Build effective local community support.
 - Provide assistance to Support Workers.
 -
- 3.2.4

3.3 To ensure that “Care not Cash” and all other designated funding is allocated to address the needs of people living with HCV.

Strategies

- 3.3.1 Build this into our Decision Maker Education Strategy. (See Goal 2.1)
- 3.3.2

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3.3.3

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4. Marketing and Public Relations

To persuade people of the seriousness and importance of dealing effectively with HCV, of the value of the Hepatitis C Council of BC and to increase participation in the Council.

GOALS

4.1 To develop a Marketing Plan that is consistent with the mission statement and values of the Hepatitis C Council of BC.

Strategies

- 4.1.1 Strike a Task Group to implement the following strategies and to develop and implement others that the group identifies as being necessary to meet this goal.

4.2 To present a consistent image of the Council for all to see.

Strategies

- 4.2.1 Define our brand image and take all possible steps to reinforce it.
- 4.2.2 Establish and maintain a consistent look and feel for all our publications.
- 4.2.3 Ensure that our Web site reflects our brand image.
- 4.2.4 Strengthen the internal identity of The Council.
- 4.2.5 Encourage member organizations to use our logo and identify themselves as members of the Council.
- 4.2.6 Develop a list of slogans that capture important aspects of The Council's work, such as :

*Together we're Stronger,
HCV is both preventable and treatable. We know what to do—all we need are the resources. (examples)*

4.3 To maintain a positive and dynamic public image that will help heighten public awareness of this disease and its impact on people, generate support, and diminish stigma and discrimination.

Strategies

- 4.3.1 Establish and maintain key contacts in the media, and foster relationships with specific individuals who show interest in what we do.
- 4.3.2 Produce and circulate interesting, informative Press Releases on all appropriate occasions.
- 4.3.3 Capitalize on the holding of conferences and other Council events in varied communities to arouse and sustain public interest.
- 4.3.4 Develop and use relevant data that demonstrate the actions and effectiveness of the Council .
- 4.3.5 Promote our image through the use of logos, slogans, ribbons, etc.
- 4.3.6 Make good use of the media to enhance the public perception of the Council as a valuable community service and worthwhile organisation to support.
- 4.3.7

4.4 Inform potential Council members of its purpose and value, and encourage them to become involved.

Strategies

- 4.4.1 Identify specific groups and relevant but non-involved agencies and send them an information package together with an invitation to participate.

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4. Marketing and Public Relations Continued

4.5 Support the initiative to declare May as Hepatitis C Awareness Month

Strategies

- 4.5.1 Designate an individual or small committee to head up this initiative.
- 4.5.2 Decide whether this should be done through the Prime Minister, Premier or the Minister of Health.
- 4.5.3 Make contact with the selected individual's staff and identify the best strategy for achieving this.
- 4.5.4 Send an appropriate letter to the chosen individual.
- 4.5.5 Circulate a letter and recommended approach that can be used by Council members when contacting their municipalities.

4.6 Develop a record of our history that recognizes our heroes and the struggle that we have been involved in.

Strategies

- 4.6.1 Nominate two individuals to do this.
- 4.6.2 Use this information to inspire us, strengthen our movement, and acknowledge the efforts that others have made to get us here. "We" applies to all the participants in the Council and those whose dreams we are trying to realize. We are part of this history and it should not go unnoticed

5. Fund Raising and Resource Development

To obtain the resources required to sustain and develop our activities

GOALS

5.1 To develop a broad, diverse and expanding base of funding support that will enable us to function effectively.

Strategies

- 5.1.1 Establish a Fund Raising Team.
- 5.1.2 Develop a stand-alone Resource Development Plan as part of the Strategic Plan. This should include actions/strategies that will cover
 - Doubling our funding for the next three years to ensure that we can run two Provincial General Assemblies (conferences).
 - Extending our funding to cover multiple years so as to ensure our continuance as an effective agent for collaboration and change.
 - Providing Capacity Building Grants to struggling agencies to help them become self-sustaining and more effective. (See Strategy 3.1.2)
- 5.1.3 Integrate fund raising with all of our activities so that they compliment each other.
 - Make certain that all communications take the Fund Raising Plan into account and take advantage of all fund raising opportunities.
 - Relate fund raising to specific services we offer such as the General Assembly, Capacity Building, and Education Initiatives.
- 5.1.4 Acknowledge and enhance relationships with key community supporters and other donors.
- 5.1.5 Expand our base of funding support by:

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- Developing a list of Foundations whose interests include certain of our activities.
- Establishing and maintaining a positive relationship with the Federal Government and Provincial Government in general and the Public Health Agency of Canada and Ministry of Health in particular, at both the elected and staff level.
- Identify potential funders and design specific action plans for each of them.
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5.1.6 Incorporate annual reviews of the appropriateness and effectiveness of each of our fund raising initiatives.

6. Management

To ensure the future of the Council and to maintain operations between Council Meetings.

GOALS

6.1 To operate in accordance with the expressed will of the participants in the Council, based on consensus.

Strategies

6.1.1 Convene regular General Assemblies of Council members that will do the following:

- Draw its direction and set priorities based on input from the Positive Forum which consists of the members of the Council who are hepatitis C antibody positive (all members who have been infected with HCV).
- Recognize the concerns of those living with HCV and ensure that their voices are heard and remain central to any discussions or decisions being made.
- Seek input from other members of the Council, particular concerning research, diagnosis, professional care and treatment, social services support, education and prevention.
- Use the collective knowledge of Council members to identify needs and avoid duplication.
- Make decisions by consensus to the greatest extent possible. This means that every effort will be made to achieve unanimity, including testing alternative or additional wording, and then those people who still cannot agree decide if they can accept the wishes of the majority.
- Set policy for the Council.
- Approve a Strategic Plan that defines the Goals and Strategies that will enable the Council to fulfill its Mission.
- Approve an Annual Work Plan based on the Strategic Plan.
- Approve a budget designed to support the Annual Work Plan. (See Strategy 7.1.1)
- Revise each of the above as circumstances dictate.
- Ensure that a minimum of ten Working Group members have been elected to act as communication links between and within the five Health Regions, and to be members of the Working Group Steering Committee responsible for implementing the Annual Work Plan within the funds available. (See Goal 6.3)

6.1.2 Develop a schedule for future meetings including their location, intent and composition.

6.1.3

6.2 To manage the operations of the Council effectively.

Strategies

6.2.1 Establish and maintain a Working Group composed of a minimum of ten people, each with an equal vote, and a non-voting representative of the Agency of Record. (See Goal 6.3)

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- 6.2.2 Develop and maintain Policies and related Procedures that will ensure the good management of the Council as a whole, including the appointment of a Chairperson and any other officers as may be required by law.
- 6.2.3 Maintain policies that clearly define the responsibilities of the Working Group.
- 6.2.4 Create policies for other committees or task groups as they are formed.
- 6.2.5 Borrow good ideas from wherever we can find them.
- 6.2.6 Ensure that the Working Group is fully informed with respect to issues upon which it is making decisions, and that Decision Analysis Sheets listing the facts, options and their advantages and disadvantages are used when appropriate.
- 6.2.7 Seek endorsement or comments from Council members on new initiatives or proposed changes to the Work Plan or Budget through the Web Site and e-mail groups between meetings of the General Assembly.

6.3 To maintain a full roster of capable, motivated Working Group members who have a good understanding of hepatitis C, the time to commit to their responsibilities and the skills to influence or access key sectors of the community.

Strategies

- 6.3.1 Hold elections for two Working Group members from each of the five Provincial Health Regions at Council General Assembly meetings.
- 6.3.2 In addition to a representative of the agency of record, have 4 spaces available on the Working Group for members at large
- 6.3.3 Membership on the Working Group should not be based upon HCV antibody status but upon the skills and abilities outlined in 6.3
- 6.3.4 Encourage the further involvement of Council members in specific Health Regions when appropriate.

6.4 To maintain a Strategic Plan that clearly identifies our Goals, describes the Strategies that will be used to reach them, and forms the basis for our Annual Work Plan.

Strategies

- 6.4.1 Revise and approve this Strategic Plan.
- 6.4.2 Review and update our Strategic Plan annually.
- 6.4.3 In conjunction with members of the Council, identify the specific Results (outcomes, outputs) that are to be achieved in the coming year, based on our Strategic Plan.
- 6.4.4 Set priorities for the procurement and deployment of the human, financial and physical resources required to fulfill our mandate. (See 7.1.3)
- 6.4.5 Approve an Annual Work Plan and Budget developed and implemented by the Working Group.

6.5 To regularly evaluate the effectiveness of our activities.

Strategies

- 6.5.1 Contract out the task of evaluating all aspects of our performance to an independent Evaluator.
- 6.5.2 Work closely with the Evaluator to determine what we are striving to achieve, how success should be defined, and what measures are needed to indicate the extent to which they have been accomplished.
- 6.5.3 Review each evaluation report to determine what needs to be done to capitalize on success and improve performance, and build that into our Work Plan.
- 6.5.4 Incorporate evaluation tools into all Council meeting activities

7. Finance and Administration

To provide the financial and administrative support we need.

GOALS

7.1 To manage our financial affairs in a sound and prudent manner.

Strategies

- 7.1.1 Develop, approve and implement an Annual Budget based on workable financial policies, fiscally sound procedures, and the Results demanded by the Council in their determination to fulfill our Strategic Plan. (See Goal 6.1)
- 7.1.2 Ensure that financial controls, including regular financial reports are clearly defined and rigorously enforced.
- 7.1.3 Modify the budget with respect to any increase or loss in revenue due to differences between actual and anticipated grants and donations.

7.2 To maintain ourselves in good standing with our supporters and funders.

Strategies

- 7.2.1 Make sure that we comply with all the requirements set by our funders.
- 7.2.2 Submit required Reports on time. i.e. submit the following to the Public Health Agency of Canada, through our agency of record (HepCBC):
 - Cash Flow for the past Quarter within ten days of its conclusion.
 - Progress Report on the Project within 30 days of the end of each fiscal year.
 - Evaluation of the project within 30 days of the end of each fiscal year.
 - Workplan for the new Fiscal Year within 60 days of its commencement.
- 7.2.3 Require participants in all meetings of the Council to conduct themselves in a considerate, respectful manner and to avoid abusing others on the pain of dismissal from the meeting and possibly the Council, should such unacceptable behaviour be continued.
- 7.2.4 Include the following clauses in all contracts for services to the Council :
 - We will do our utmost to ensure that our words and actions will enhance the effectiveness and reputation of the Hepatitis C Council of BC.
 - We will treat with respect, all members of the Council, as well as public servants and members of other organizations, and all individuals that we deal with in connection with the Council.

7.3 To ensure effective administrative support is available for all our operations, including the holding of meetings and the maintenance of necessary communications.

Strategies

- 7.3.1 Contract out the following services to a competent Logistics Coordinator through our agency of record (HepCBC):
 - To maintain a database of members (complying with PIPETA confidentiality requirements), minutes from Council and Working Group meetings, related web site updates and other communication requirements (mailing, implementation of Council policy and procedures, etc.), and other relevant administrative duties as required.
 - Provide funds to cover the necessary expenses of Working Group members who do not have access to the resources of an existing organization, including access to the internet, long distance calls, meeting expenses, if required to conduct Council business.
 - Provide honorarium/incentive funds to cover Working Group activities over and above those required for general Working Group meeting activities, based upon previously agreed upon terms and deliverables.

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- Organize and coordinate all aspects of Council General Assemblies and regional meetings.
- Organize all Council Committee teleconferences and planning forums.
- In concert with the Council Working Group and its agency of record, (HepCBC), prepare the annual budget and work with the Council's accounts manager in order to maintain accounts payable and receivable, reimbursements and financial statements.