



Final Version

STRATEGIC PLAN 2011-2013



2011-2013

Acoustic Neuroma Association of Canada

The Acoustic Neuroma Association of Canada (ANAC) held a **Strategic Planning Meeting (Moving ANAC Forward: Priority Setting 2011 – 2013)** on Tuesday 29th November 2011, at the Canadian Hearing Society (CHS) in Toronto, Ontario. Organizational planning is a critical component of good management and governance. It helps assure that ANAC remains relevant and contributes to its stability and growth. It provides a basis for monitoring progress and for assessing results and impact. From a governance perspective, it enables the Executive and Board of Directors to set priorities and goals.

Strategic Plan 2011-2013

ACOUSTIC NEUROMA ASSOCIATION OF CANADA

TABLE OF CONTENTS

Executive Summary.....	Page 2
Strategic Planning Methodology.....	Page 3
Situational Analysis.....	Page 3
Strategic Planning Process.....	Page 4
Vision Statement, Guiding Principles, Mission Statement.....	Page 5
Organizational Description.....	Page 6
Current Situation.....	Page 8
Strategic Action Plan	
Priority Area: Medical Advisory Board.....	Page 9
Priority Area: Corporate Sponsorships/Donations and Fundraising.....	Page 10
Priority Area: Government and Public Relations.....	Page 11
Priority Area: Public Awareness.....	Page 12
Priority Area: Website.....	Page 13
Evaluation	Page 14

STRATEGIC PLAN

Moving ANAC Forward: Priority Setting for 2011 – 2013

EXECUTIVE SUMMARY

Welcome to the Acoustic Neuroma Association of Canada (ANAC) Strategic Plan. Our Strategic Plan is a living document that will guide ANAC by providing a comprehensive roadmap to build a stronger Association that provides opportunities for members to connect, grow and succeed while continually striving to provide targeted service and member benefits. The Strategic Plan will be the foundation for the building of a more dynamic and influential Association that will guide us to better serve our members.

ANAC is the only organization in Canada serving the needs of patients with an Acoustic Neuroma. ANAC is a patient-headed, peer support group. Many individuals who face and undergo removal of acoustic neuromas (AN) have questions, concerns and, physical and emotional adjustments. ANAC was formed to give moral support.

This is time of significant change in Canada's health care system. It means that ANAC must position itself to meet the changing needs of its members. The 2011 – 2013 Strategic Plan commits to enhancing member experiences, including improving accessibility to resources and information and increased inter-Chapter communication. It includes a variety of strategic indicators that will be used to measure our performance. We will report regularly and transparently about whether we attained our performance targets and how we accomplished them. In this way, we will demonstrate our commitment to accountability that our members and stakeholders expect and deserve.

We are extremely proud of our 2011 – 2013 Strategic Plan because we believe that it will help to drive the positive changes to our Association. 2013 will mark the 30th anniversary of the Acoustic Neuroma Association of Canada. ANAC's purpose is as important today as it was in 1983. The Association's greatest success is the continuing belief of a dedicated membership that the need is still relevant, and that the volunteered time, information and support gives hope, education and friendship to others searching for it. This open, supportive style of sharing, giving and receiving has developed a wonderful network of members, medical professionals and connections.



STRATEGIC PLANNING METHODOLOGY

A strategic planning meeting was convened at the Canadian Hearing Society (CHS) in Toronto on 29th November 2011. Three ANAC Board Members, and stakeholders (including Acoustic Neuroma (AN) patients, Audiologist, Neurosurgeon, spouse) attended the session. Dr. Carol-Anne Sullivan, President of ANAC, facilitated the meeting. Background documentation was provided in advance of the session. An overview of the process was provided followed by a description of the context for strategic planning. This provoked meaningful, directed discussion of the key strategic planning elements as they pertain to ANAC. What follows are the proceedings from that strategic planning meeting that will be used in the development of a Strategic Plan.

The strategic planning priority setting will be done in stages and will be considered within the context of ANAC's current resource capacity. Comments and suggestions based on the strategic planning priority areas were welcomed from those unable to attend. They are important and were considered in the development of an operational, dynamic and responsive strategic plan for 2011 – 2013. After the meeting the Board of Directors and National Coordinator analyzed and further defined each issue and decided which condition or situation is having the greatest impact on ANAC's ability to fulfill its vision and which should be capitalized upon immediately to achieve it.

SITUATION ANALYSIS

SWOT analysis (*Strengths, Weaknesses, Opportunities and Threats*) is a tool for analyzing an organization, its resources and its environment. Strengths and Weaknesses are internal to ANAC (and relate to matters concerning resourcing and capabilities). Threats and Opportunities are external. This approach was used as part of strategic planning process (Figure 1):

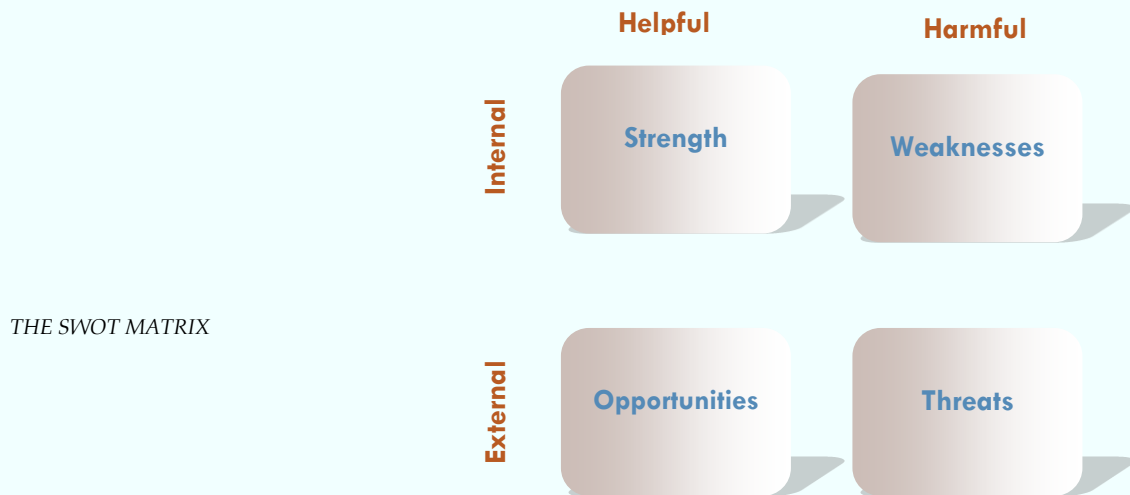


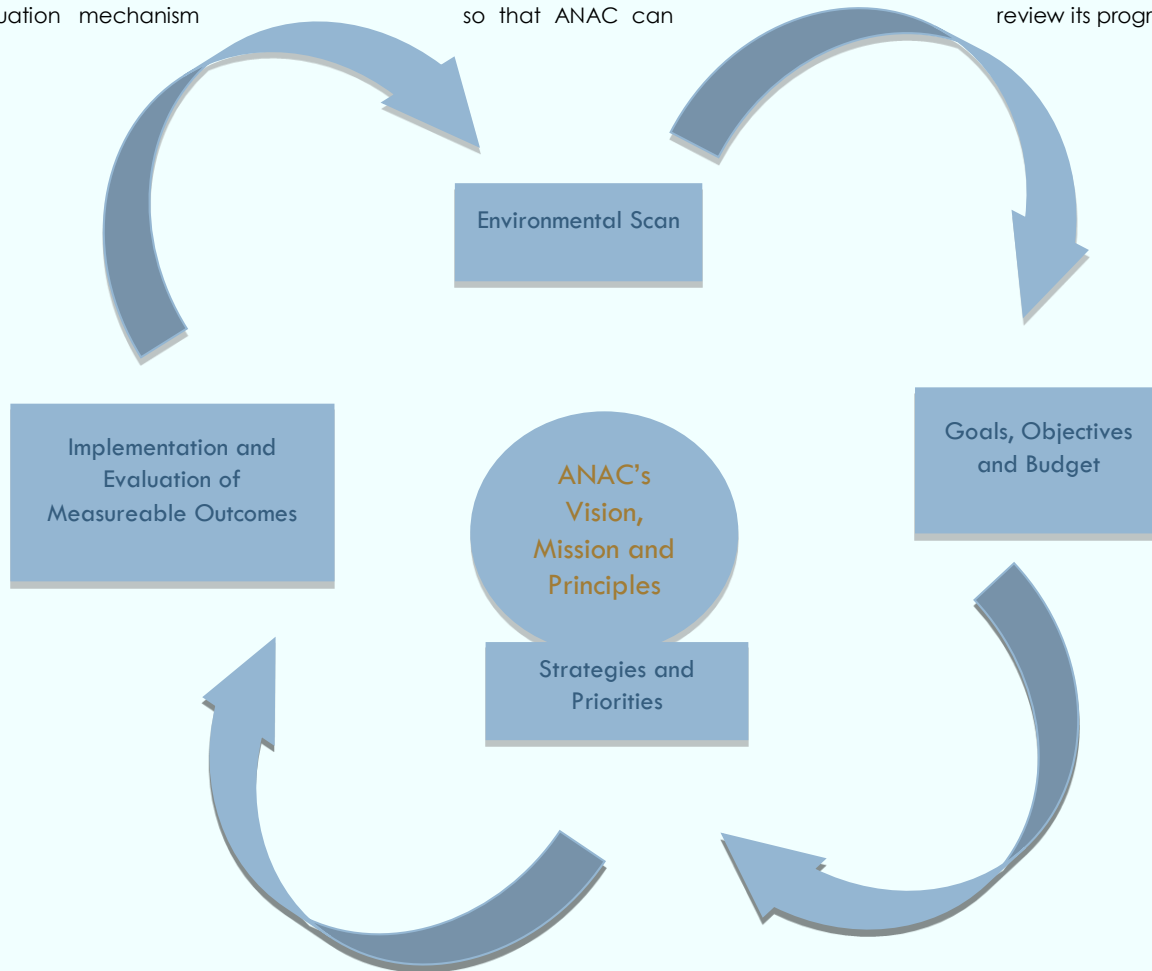
Figure 1. The SWOT Matrix

STRATEGIC PLANNING PROCESS

ANAC's strategic plan will
evaluation mechanism

be an iterative process. It
so that ANAC can

will also incorporate an
review its progress.



Key points to remember about the strategic planning process are:

- The Vision, Guiding Principles, Mission Statement will be at the core of ANAC's strategic planning
- The Board will set goals, determine the strategies necessary to achieve these goals, identify priorities, and allocate resources to implement the plan
- Evaluation is an important component of strategic planning. Board members will use evaluation results to measure progress, and adjust its goals and strategies as required



VISION STATEMENT

To educate the general population and the medical community about acoustic neuromas

GUIDING PRINCIPLES

Guiding principles describe the broad philosophy that guides ANAC throughout its life in all circumstances, irrespective of changes in goals, strategies, etc.

- To provide support and information to individuals who have experienced acoustic neuromas or other tumors affecting the cranial nerves
- To furnish information in the treatment of benign tumors and the alleviation of post- surgical problems
- To promote and support research on the cause, development and treatment of acoustic neuromas and other benign cranial tumors
- To educate the public regarding symptoms suggestive of acoustic neuromas, thus promoting early diagnosis and consequent successful treatment

MISSION STATEMENT

To provide information and support to individuals with acoustic neuromas and their families



ORGANIZATIONAL DESCRIPTION

Executive and Board Member	Portfolio and Chair
Dr. Carol-Anne Sullivan – President	Government/Public Relations (Chair) and Public Awareness (Co-chair)
Lindsey Oss – Vice President	Corporate Sponsorships/Donations and Fundraising (Co-chair)
Douglas Specht	Secretary/Treasurer (Chair)
Mary Lou Glazier - Past President	Public Awareness (Co-chair)
Chris Grant	Corporate Sponsorships/Donations and Fundraising (Co-chair)
Americo Meneguzzi	Budget and Finance Management (Chair)
Dr. Gelareh Zadeh	Medical Advisory Board (Chair)
Cora Hannel-Greer	Newsletter and Communications (Chair)
Linda Clarke	(Medical Leave of Absence)

Table 1. 2011 Board of Directors and Portfolios

Executive and Board Member	Portfolio and Chair
Dr. Carol-Anne Sullivan – President	Government/Public Relations (Chair) and Public Awareness (Co-chair)
Chris Grant – Vice President	Corporate Sponsorships/Donations and Fundraising (Co-chair)
Americo Meneguzzi - Treasurer	Budget and Finance Management
Mary Lou Glazier - Past President	Public Awareness (Co-chair)
Jennifer Wong	Corporate Sponsorships/Donations and Fundraising (Co-chair)
Melanie Monaghan	Public Awareness (Co-chair)
Dr. Gelareh Zadeh	Medical Advisory Board (Chair)
Cora Hannel-Greer	Newsletter and Communications (Chair)
Linda Clarke	(Medical Leave of Absence)

Table 2. 2013 Board of Directors and Portfolios

Medical Advisory Committee	Portfolio and Chair
Dr. Gelareh Zadeh, Chair (Toronto) Assistant Professor, Clinician Scientist, Neurosurgery, Practice Focus: Surgery and Gamma Knife Radiosurgery	Chair, Medical Advisory Board; Lead: AN Care Pathway
Dr John Rutka (Toronto), Professor ENT/Skull Base Surgeon, Toronto General Hospital, Practice Focus: Surgery	Member
Dr David Rober (Montreal), Head, Department of Radiation Oncology, University of Montreal, Practice Focus: Stereotactic Radiation Therapy	Member
Dr Anthony Kaufman (Winnipeg), Associate Professor, Neurosurgery, Practice Focus, Surgery and Gamma Knife Radiosurgery	Member
Ms Joanne Dorion PT (Sunnybrook), Personal Best Independence & Wellness Centre, Sunnybrook Health Sciences Centre, Practice focus: Balance and Facial Reanimation for VS	Member
Dr. Igor Barani (UCSF, California), Assistant Professor, Radiation Oncology, Practice Focus: Gamma Knife, Cyber Knife, Radiosurgery	Member

Table 2. Medical Advisory Committee

CURRENT VOLUNTEER CAPACITY: TEAMS / AREAS

- Newsletter
- Translation
- Website
- Patient Services
- Medical Content

CURRENT SITUATION

The following is a summary of the outcome of the strategic planning discussion arising from the SWOT analysis.

Internal Strengths - Characteristics that contribute to ANAC's ability to achieve its mission:

- We exist (very defined audience)
- Common focus
- Good conferences/symposiums (renown speakers)
- People motivated and willing to share/contribute/volunteer (members/stakeholders in various capacities)
- Provides a support network
- Sharing of personal experiences

Internal Weaknesses - Characteristics that limit ANAC's ability to achieve its mission:

- Lack of a definitive plan
- Lack of communication (across the board)

- *Finances (future financial picture)*
- *Support Groups recalibrated/standardize (what is expected – on the same page. Positive and informative). No real sense of what other Chapters do (ANAC has a Chapter Binder)*
- *Lack of ability of Chapters interacting (have fun/exchange ideas/use Symposiums as one forum)*
- *Good communication strategies – education around access to communication*
- *Absence of communication from National Coordinator to Local is weak. No cross talk from other Chapters*
- *Non-functioning Website*

External Opportunities – External factors that help ANAC achieve its objective

- *Outreach to professionals regarding articles/seeking opportunities to present*
- *We are dealing with a defined community (easier to target)– we have low cost tolls (e-mail/newspapers)*
- *Start with specialists (neurosurgeons) and then move on to the next stakeholder group*
- *Creating a “Care Path”. Infrastructure already in place by Dr. Gelareh Zadeh (Neurosurgeon). Could be put online*

External Threats - Arise from political, economic, social, technological forces

- *Government inability to fund many of these potential health costs*
- *Some services associated with AN delisted at National level*
- *Cancer tumour gaining more/continued attention*

STRATEGIC ACTION PLAN

Priority Area: Medical Advisory Board

GOAL: To re-instate a strong and functioning Medical Advisory Board

OBJECTIVE: To be a resource and support to the Association, medical community and ANAC members

Strategic Action Item	Target Date/Timeline	Lead/Responsibility	Resources Required	Status and Date	Indicators/Measure of Success
Recruit at least 6 Medical Advisory Board (MAB) Members <ul style="list-style-type: none"> Identify specialists from across Canada to comprise an inter-disciplinary team 	July 2012	Dr. Gelareh Zadeh	-	COMPLETED	<ul style="list-style-type: none"> MAB comprised of inter-disciplinary members with National representation
Develop and implement AN Care Pathway (also upload to ANAC website) <ul style="list-style-type: none"> Appropriately define the AN Care Pathway for patient, family members and caregivers Promote the AN Care Pathway within medical communities across Canada Improve the quality of healthcare received and experienced by AN patients 	May 2012 – December 2013	Dr. Gelareh Zadeh	ANAC Website Medical Publications; medical offices	COMPLETED	<ul style="list-style-type: none"> AN Care Pathway accessed through ANAC website AN Care Pathway Nationally promoted within medical community including: hospitals; Primary Care Physicians; Audiologists; other medical specialists Improved quality of health care and information provided to and received by AN patients, families and caregivers
Promote education, awareness, support and advocacy within the medical community about acoustic neuromas and ANAC <ul style="list-style-type: none"> Use platforms and forums such as grand rounds, conferences, workshops to promote awareness of AN The use of media to educate and promote AN such as journals, newsletters, appropriately developed booklets/pamphlets 	June 2012 – December 2013	Dr. Gelareh Zadeh	ANAC Website; ANAC Newsletter; Medical Publications; Hospitals	IN PROGRESS	<ul style="list-style-type: none"> Development of appropriate materials distributed to stakeholders across Canada Strategic engagements with stakeholders at multiple levels to promote and educate AN awareness
Write articles for the newsletter, identify articles to post on the website, answer patient inquiries and speak at Association events	October 2012 – October 2013	Dr. Gelareh Zadeh	ANAC website; ANAC Newsletter;	ON-GOING	<ul style="list-style-type: none"> Each issue of the Newsletter will contain at least one article written by a MAB member Members will submit articles to be uploaded to our website
Have MAB representation at Board Meetings	June 2012 – December 2013	Dr. Gelareh Zadeh	MAB Members	ON-GOING	<ul style="list-style-type: none"> The attendance and contributions of different MAD members at Board meetings

Priority Area: Corporate Sponsorships/Donations and Fundraising

GOAL: To establish a functioning corporate sponsorship/donations and fundraising arm of ANAC

OBJECTIVE: To raise funds through corporate sponsorships/donations and fundraising efforts throughout Canada so that annual operating costs and campaign/symposium costs are met

In order to develop a stable and growing base of financial support to cover its expenses, ANAC has defined several outcomes that will be accomplished through the implementation of this strategic plan.

Strategic Action Item	Target Date/Timeline	Lead/Responsibility	Resources Required	Status and Date	Indicators/Measure of Success
<p>Develop a corporate sponsorship and donation program strategy plan to raise funds for ANAC's 2012 annual Symposium and public awareness campaign (ANAC Awareness Month (October 2012) and ANAC's 30th Anniversary (2013))</p> <ul style="list-style-type: none"> Raise at least \$10,000 to cover 2012 AGM/Symposium costs Raise at least \$5,000 for 2012 Public Awareness Campaign (ANAC Awareness Month) and ANAC's 30th Anniversary (2013) 	May -2012 – December 2013	Lindsey Oss, Vice President (Co-chair) and Chris Grant (Co-chair)	Internet website Directories	COMPLETED	<ul style="list-style-type: none"> Research at least 20 companies Develop and cultivate at least 10 companies At least \$10,000 raised Corporate sponsors identified and promoted on ANAC website Sustainability plan developed
<p>Implement a corporate sponsorship and donation program strategy (solicit corporations to become sponsors) to raise sustainable funds for ANAC operational costs</p> <ul style="list-style-type: none"> Encourage companies to adopt ANAC as their charity of the year Encourage employees of companies to donate via payroll giving Raise between \$10,000 - \$15,000 	May 2012 – December 2013	Lindsey Oss, Vice President (Co-chair) and Chris Grant (Co-chair)	Internet website Directories	ON-GOING	<ul style="list-style-type: none"> Research at least 20 companies Develop and cultivate at least 10 companies At least \$15,000 raised Corporate sponsors identified and promoted on ANAC website Sustainability plan developed
<p>Identify suitable grants and other opportunities to apply for</p> <ul style="list-style-type: none"> Seek program grants 	June 2012 – December 2013	Lindsey Oss, Vice President (Co-chair) and Chris Grant (Co-chair)	Internet websites	COMPLETED An application was declined	<ul style="list-style-type: none"> Calls for Applications submitted to President for consideration and further possible action
<p>Develop a membership recruitment and retention plan and structure and implement the strategy for both individuals and organizations</p>	January 2013 – December 2013	Lindsey Oss, Vice President (Co-chair) and Chris Grant (Co-chair)	ANAC database Internet websites	ON-GOING	<ul style="list-style-type: none"> Increased membership by 50% Use ANAC website to promote sponsoring companies Corporate sponsors identified and promoted on ANAC website Sustainability plan developed

Priority Area: Government and Public Relations

GOAL: To maintain an independent, credible and visible public presence

OBJECTIVE: To build and promote a positive image and a high level of awareness of ANAC by establishing a focused and prioritized and proactive communications strategy

Strategic Action Item	Target Date/Timeline	Lead/Responsibility	Resources Required	Status and Date	Indicators/Measure of Success
<p>Maintain affiliation with Canadian Alliances of Brain Tumour Organizations (CABTO)</p> <ul style="list-style-type: none"> Increase ANAC's profile and activity at all levels of federal government and seek ways for ANAC to be a resources to government-driven initiatives Seek ways to reinforce federal government engagement 	On-going	Dr. Carol-Anne Sullivan, President	Attend meetings	COMPLETED	<ul style="list-style-type: none"> Increased engagement in CABTO initiatives such as the Benign Brain Tumor Action Plan
<p>Maintain affiliation with National Health Charities Canada (NHCC). (ANAC is represented at NHCC through CABTO)</p> <ul style="list-style-type: none"> Continuously monitor government activity and decision that effect ANAC Identify and build relations with key people 	On-going	Dr. Carol-Anne Sullivan, President	-Attend meetings	COMPLETED	<ul style="list-style-type: none"> Established and sustained communications Increased NHCC engagement through CABTO (and possibly independently)
<p>Canadian Medical Association (CMA)</p> <ul style="list-style-type: none"> Position ANAC to be influential in positive and relevant decision making outcomes 	On-going	Dr. Carol-Anne Sullivan, President	Attend meetings	COMPLETED	<ul style="list-style-type: none"> Sustained communications with CMA Increased recognition through engagement Invitations to participate in meetings and conferences Increased opportunities to influence decision-making outcomes by contributing to targeted health discussions
<p>Expand and enhance ANAC's relationship and interactions with:</p> <ul style="list-style-type: none"> local, provincial and federal government, and with local communities across Canada Medical, scientific and academic communities across Canada 	On-going	Dr. Carol-Anne Sullivan, President	Attend meetings	COMPLETED	<ul style="list-style-type: none"> Identification of and targeted communications with at least a total of 5 local, provincial and federal governments, and with local communities across Canada Identification of at least 10 medical, scientific and academic communities across Canada

Priority Area: Public Awareness

GOAL: To implement a public awareness campaign

OBJECTIVE: To educate and inform the public about ANAC and its mission

Strategic Action Item	Target Date/Timeline	Lead/Responsibility	Resources Required	Status and Date	Indicators/Measure of Success
Write article for Audiology Journal promoting ANAC (invited)	April 2012	Dr. Carl-Anne Sullivan, President (Co-chair)	-	COMPLETED	<ul style="list-style-type: none"> Submission of article to Journal
Identify relevant magazines, newspapers, journals to promote public awareness about ANAC <ul style="list-style-type: none"> Write articles targeted at various audiences 	June 2012 – December 2013	Mary Lou (Co-chair) and Dr. Carl-Anne Sullivan, President (Co-chair)	-	COMPLETED	<ul style="list-style-type: none"> Write at least 4 articles that reach various audiences
Develop a communication strategy for each stakeholder group and a campaign framework	June 2012 – July 2012	Mary Lou (Co-chair) and Dr. Carl-Anne Sullivan, President (Co-chair)	-	ON-GOING	<ul style="list-style-type: none"> Development of a communications strategic plan
Establish ANAC's presence by having an AN Awareness month in October 2012	June 2012 - October 2012	Mary Lou (Co-chair) and Dr. Carl-Anne Sullivan, President (Co-chair)	Media (TV, radio, national and local newspapers, ANAC website)	COMPLETED	<ul style="list-style-type: none"> Launch of ANAC's AN awareness month in October 2012 CANADA-WIDE promotion
Promote ANAC's 30 th Anniversary (Launch at ANAC's 2012 Symposium in Kitchener, ON) CANADA-WIDE	June 2012 – December 2013	Mary Lou (Co-chair) and Dr. Carl-Anne Sullivan, President (Co-chair)	Media (TV, radio, national and local newspapers, ANAC website)	COMPLETED	<ul style="list-style-type: none"> Launch of ANAC's 30th Anniversary at the 2012 Symposium in Waterloo, ON CANADA-WIDE promotion

Priority Area: Website

GOAL: To update ANAC's website and incorporate social media capacities that support and promotes ANAC and the services provided

OBJECTIVE: To re-design the functionality, interface and content of ANAC's website.

Strategic Action Item	Target Date/Timeline	Lead/Responsibility	Resources Required	Status and Date	Indicators/Measure of Success
Identify and remove redundant content from ANAC's website and replace with current and relevant information <ul style="list-style-type: none"> Modify and/or re-design website architecture to accommodate for the changes 	July 2012	Dr. Carol-Anne Sullivan, President	Marlon, Website Administrator	COMPLETED	<ul style="list-style-type: none"> Current and relevant information uploaded to ANAC website Scheduled monitoring of website content
Testing of the look, feel, navigation, functionality and usability of ANAC's new website	July 2012	Dr. Carol-Anne Sullivan, President	Marlon, Website Administrator	COMPLETED	<ul style="list-style-type: none"> Testing conducted and feedback provided usability and functionality
Integration of website tools that supports online membership renewals; subscriptions, social media (Facebook) <ul style="list-style-type: none"> Enhance usability and functionality; encourage self-service and education (capacity to download documents, pamphlets, etc.) register/renew memberships online Develop a website that enhances ANAC's credibility 	August 2012 – on-going	Dr. Carol-Anne Sullivan, President	Marlon, Website Administrator	ON-GOING	<ul style="list-style-type: none"> Members use website for self-services
List grantors and stakeholders (with links to corporate websites)	August 2012 – on-going	Dr. Carol-Anne Sullivan, President	Marlon, Website Administrator	ON-GOING	<ul style="list-style-type: none"> Lists of grantors/donor updated to website
Promote and announce ANAC's new website <ul style="list-style-type: none"> Enhance ANAC's visibility; ANAC's website must be found on the internet when our prospects are searching for our services Employ web analytics to track and analyze website traffic Testing, monitoring and updates that support website strategic plan strategies 	September 2012	Dr. Carol-Anne Sullivan, President	Marlon, Website Administrator	ON-GOING	<ul style="list-style-type: none"> Programs such as web analytics demonstrate increased traffic to ANAC's website Monitoring and testing indicates increased traffic

EVALUATION

The ANAC Strategic Plan is a dynamic document, subject to modifications to meet changing needs and circumstances. ANAC regularly report on progress towards achieving the goals identified by adopting a results-orientated approach to the implementation of the Strategic Plan (which implies an ability to monitor and evaluate ANAC's actions). The monitoring and evaluation of the implementation were performed, in principal, through the identification of indicators to measure outputs, outcomes and impacts. Thus each of the key strategies identified were linked with the appropriate performance measurement indicators and monthly reports to the Board of Directors.

October 2013 sees ANAC in an exciting position capable of realistically moving forward with confidence; executing current and new strategic goals.



Prepared by: Dr. Carol-Anne Sullivan - President
Acoustic Neuroma Association of Canada
(November 2011 – Strategic Planning Meeting)

**Association pour
les Neurinomes
acoustiques du Canada**

(Une tumeur au cerveau également connue sous
le nom «schwannome vestibulaire»)



**Acoustic Neuroma
Association
of Canada**

(A brain tumor also known as Vestibular Schwannoma)