Strategic Plan 2020

HFSC Board of Directors
HFSC Mission/Values

New Mission Statement:
“Improving the quality of life and building community for those living with inherited bleeding disorders in Southern California”

Core Values:
- Passion
- Service to community
- Teamwork
- Integrity
- Transparency
- Diversity and Inclusion
Assess the Organization

Strengths

• Staff
• Passion for the mission
• Impactful events and programs
• Leadership
• Funding/financial position
• Sense of community/community impact
• National reputation
• Advocacy
• Partnerships, connections and resources to draw on
• Inclusion and diversity
Assessment (Cont.)

Areas for Improvement

- Planning for the future/strategic planning
- Need to diversify funding/fundraising
- Marketing/public relations
- Board development (size, knowledge, contacts, involvement, committees)
- Workload (more staff or less events)
- Technology
- Metrics for impact and to define success
- Expanded outreach (including other bleeding disorders)
- Strategic alliances (including non-bleeding rare diseases)

Notes:
1. Emphasize marketing and need for case statement
Assessment (Cont.)

**Threats/Obstacles**

- Uncertain future of industry funding
- Uncertain political climate/legislation
- Rising treatment costs/access to care
- Possible staff burnout/retention
- Maintaining awareness within community of need
- Developing future leaders

**Opportunities**

- Fundraising (individual and legacy)
- New disorders/audiences (other factors, women, etc.)
- Enhanced marketing/technology
- Rare disease coalition and other strategic alliances
- Mentor future leaders for possible board involvement
- Develop excellent volunteers
- Seek out mental health programs
Step by Step

To Meet Vision

1. Issues
2. Goals
3. Strategies
Strategic Goals 2020-2025

• A clear, focused and well-defined strategic direction for the future
• A strong, knowledgeable, and involved board
• A well-funded and sustainable organization
• A strong, focused marketing and information outreach plan, including use of technology
• A talented, right-sized, and motivated staff
• Expanded strategic alliances and partnerships
Strategies
Strategic Direction

• Continue development of a viable strategic plan
  o Ensure board involvement and support
  o Examine critical questions to include:
    • Should the needs of ultra rare platelet population be addressed
    • Should the name of the organization be changed to reflect wider focus
• A community/beneficiaries needs assessment survey might be a good addition to the planning process in the near future
• Continue to involve both staff and board leadership in regional and national seminars or conventions to stay current on issues and developments
Board Development

• Train, equip and support a board that understands, accepts and meets its responsibilities
  o Determine needed skills and attributes using a board matrix
  o Conduct a board orientation program on organizational activities and issues. New Governance Committee to develop program
  o Establish a mentor program for new board members
  o Provide appropriate training on board roles and responsibilities
    • Educate board on give/get policy. 100% participation makes a significant difference when applying for outside grant support
  o Create three board committees (Governance, Finance, and Programs). Committees need to meet on their own
  o Create a calendar of board responsibilities for periodic review
  o Conduct continuing education on important topics
    • Board members will receive additional training by Ron on finances
  o Conduct annual board evaluations collective and individual

• Make board service both fun and rewarding
  o Reduce unnecessary work
    • Board will meet every two months
  o Make board meetings interesting and issue oriented

• Inform and engage the board in organizational issues
  o Ensure board members understand staff member responsibilities/contributions to the Foundation
Financial Sustainability

- Implement a development plan with schedules and responsibilities
  - Michele will implement 2020 fundraising plan and reassess future years
  - Link to strategic planning
    - Michele will reassess for future years based on strategic plan as well as prior year’s activities
    - Marketing materials and case statement
    - Train board on fundraising roles and techniques.
    - Promote board involvement in fundraising
  - Create a stewardship plan including the use of board members and service beneficiaries to help steward donors
    - Have the campers create thank you cards
  - Work with marketing for personal stories
  - Collect data on income and other demographics for outside grant submissions
  - Down the road develop legacy gift opportunities and a major gift program

- Explore other revenue generating opportunities
  - Social entrepreneurship

- Explore cost reduction opportunities from alliances and partnerships
Marketing and Outreach

- Develop need/impact metrics
  - Create a strong survey to obtain metrics
  - Partner with other appropriate organizations to develop impact metrics
- Use metrics and impacts to establish a strong case statement for potential donors and foundations
  - Critical to effective fundraising and advocacy
  - Individual stories are powerful marketing tools
- Create a new marketing plan to include website, logo, branding, technology, motto/tag line, organizational newsletter
  - Consider “Serving all people with bleeding disorders” (NorCal example)
  - Hire a marketing
- Hire a marketing company or individual to redesign website look, feel, Consider hiring additional marketing support
- Create a technology plan to maximize dissemination of organizational impact and needs
Excellent Staff

• Conduct a workload analysis for the staff.
  o Develop a staff matrix of needed skills
  o Hire Spanish speaking staff member
  o Consider adding a full time administrator after staff analysis

• Conduct a staff work study and identify factors which might lead to turnover
  o Ensure fair compensation
    • Conduct HR benefits analysis
  o Hire ongoing technological support and correct technological insufficiencies

• Promote staff training and development

• Ensure staff activities are understood and appreciated by the board
  o Board should continue to validate, recognize and praise staff
Alliances and Partnerships

• Continue to partner with:
  o Hemophilia Council of CA to ensure strong legislative advocacy voice in Sacramento
  o Also NHF and HFA
• Partner with a rare disease coalition (if one exists) to build advocacy
  o Or create one if one does not exist
  o Consider USC School of Social Work or Public Policy to help develop coalition
• Consider a state-wide gene therapy conference for rare diseases
• Begin a dialogue with other rare disease agency leaders to determine if there are mutually supportive ways to enhance effectiveness.
  • Rick and Brian could help steer the conversation for resources and ideas for ultra rares
• Research the possibility of grant to evaluate potential alliances and benefits (California Community Foundation)
  o Consider ways to increase organizational effectiveness
• Do not create new events for rare bleeding disorders but add some content to existing programs
  o Advocacy skills apply to all with chronic illness (EmPOWERment Forum)
Implementation Planning

• Implementation plans should include:
  o Specific actions to be taken
  o Roles and responsibilities to include oversight and action agencies
  o Expected results (objectives)
  o Communications
  o Develop schedules and sequence of activities
  o Monitor activities over time

• Create a Steering Committee including Sandy Knight to track plan implementation
  o Recruit board champions to oversee various initiatives
Evaluate and Reassess

- After implementation is underway
  - Publicize progress
  - Celebrate accomplishments
  - Keep momentum going
- Modify plans, if required
- *Keep strategic thinking in the forefront*
Hemophilia Foundation of Southern California