



**Strategic Implementation Plan
2018-2019**

FINAL

Adopted January 24, 2019

Vision

Create a world without ALS.

Mission Statement

To discover treatments and a cure for ALS, and to serve, advocate for, and empower people affected by ALS to live their lives to the fullest.

Core Values

Compassion – Integrity - Urgency

Guiding Principles

People with ALS and their families come first

One team, one vision, one mission

Accountability and transparency

Diversity and inclusion

Open communication and dialogue

Innovation

Collaboration

Strategic Outcomes, Goals and Objectives

STRATEGIC OUTCOME 1: People with ALS and their families have:

- Access to consistent care, treatment and services
- Resource and support services that enhance quality of life
- Quality care and support leveraged by collaboration with partners

Strategic Goal O1-1: Ensure consistent, high-quality service delivery throughout the entire territory.

Objectives:

- Maintain and expand staffing and volunteer support of regional hubs for delivering patient care, ensuring that the Chapter will be within one hour of anyone needing services.
- Continue the recertification of ALSA Certified Centers of Excellence, and the expansion of ALSA Clinic Partners in outer markets.
- Contract with hospital or hospice volunteer training programs to develop an ALSA volunteer orientation program and volunteer placement with ALS families.
- Increase capacity for providing in-service training to care providers such as home health agencies, hospices, and nursing facilities.

Strategic Goal O1-2: Offer financial assistance for needs not covered by insurance.

Objectives:

- Increase the number and amount of grants awarded through the ALS Care Grant Program by establishing a designated and sustainable revenue stream.
- Identify a prospect pool of corporations, foundations and individuals to support the Care Campaign.

Strategic Goal O1-3: Identify and address special needs of patients and their families.

Objectives:

- Identify special projects for the Care Services Task Force to research, improve or establish on behalf of patients and their families.
- Recruit volunteers with the necessary skills, expertise and/or credentials to serve on the Care Services Task Force.

STRATEGIC OUTCOME 2: Discover new life-extending treatment:

- Drive worldwide research agenda with urgency and boldness to improve outcomes for people with ALS.
- Collaborate with partners in a comprehensive and diverse research model.
- Facilitate the rapid development of new treatment options to extend and enhance quality of life while seeking a cure.

Strategic Goal O2-1: Consistently fund the ALS Association Global Research program.

Objectives:

- Continue to raise awareness of donor-directed research donations.
- Institute a plan to direct a portion of the Chapter's operating budget to the ALS Association Global Research program.

Strategic Goal O2-2: Educate the community on national ALS research projects.

Objectives:

- Raise awareness of and encourage patient participation in clinical trials.
- Sustain the high level of local patient enrollment in the ALS Registry.
- Inform local ALS researchers about the ALS Association Global Research Program.

STRATEGIC DRIVER 1: Strengthen advocacy messaging and programming:

- Provide adequate resources to effectively lead and propel national and statewide advocacy efforts.
- Gather input from key stakeholders in the ALS community to identify needs and inform advocacy priorities.
- Support national and set state public policy priorities that help achieve our strategic outcomes.
- Increase the education of and build stronger relationships with key federal and state lawmakers, healthcare thought leaders and agencies that influence ALS research and ALS healthcare delivery.

Strategic Goal D1-1: Educate and engage staff, volunteers, key stakeholders, constituents and the community on public policy priorities and our advocacy efforts.

Objectives:

- Promote advocacy efforts and results in Chapter communications.
- Educate constituents and the general public about becoming ALS Advocates and about the impact Advocates make.

Strategic Goal D1-2: Promote understanding of Association services and public policy priorities among elected officials.

Objectives:

- Host a public officials' event to provide awareness and engagement opportunities, and to promote Chapter services and ALS public policy priorities.
- In partnership with the Central & Southern Ohio Chapter, develop a plan a plan to host an ALS Advocacy Day with state legislators in Columbus by 2022.

Strategic Goal D1-3: Increase volunteer participation in the ALS Advocacy Conference.

Objectives:

- Increase the number of Board and committee/task force members participating in the Advocacy Conference.
- Expand the Advocacy Grant Program to include those who have lost a loved one to ALS in the past five years.

STRATEGIC DRIVER 2: Develop a collaborative and integrated Association fundraising plan that generates in excess of \$100 million by the end of 2020:

- Develop a collaborative, integrated fundraising plan that fully leverages the fundraising potential of the entire organization, including the commitment of adequate resources to build fundraising capacity and infrastructure in the Chapter.
- By the end of 2020, the Association will have a fully operational major and corporate donor cultivation, stewardship and fund development plan.
- By the end of 2020, overall Association revenue, including the National Office and Chapters, will be in excess of \$100 million annually and positioned for sustainable revenue growth in years forward.

Strategic Goal D2-1: Ensure adequate funding for Chapter services through diversified fundraising strategies.

Objectives:

- Develop and implement a comprehensive fundraising plan.
- Ensure that the Chapter has adequate development staff to fully implement the fundraising plan.
- Use the Association's Integrated Fundraising Tool to develop the Chapter's value proposition and case for support.

Strategic Goal D2-2: Demonstrate best practices of donor stewardship.

Objectives:

- Provide prompt gift acknowledgment, regular communication and recognition commensurate with giving levels.
- Streamline donor acknowledgement process, fully utilizing the existing database features.
- Design and distribute an annual impact report to donors, current ALS families and prospective donors.
- Include donor recognition in the Chapter's social media strategy.

Strategic Goal D2-3: Engage the Board of Directors in donor cultivation, solicitation and stewardship.

Objectives:

- Provide oversight of the annual fundraising plan through the Development Committee.
- Define and communicate the Board's role in fundraising and donor stewardship.
- Provide a tool for individual board members to set annual fundraising and stewardship goals.
- Establish metrics for board member fundraising based on individual ALS goals.

STRATEGIC DRIVER 3: Work to strengthen and build capacity of our National and Chapter Boards:

- Boards commit to ensure that fundraising is among its fiduciary and other duties.
- Through active and strategic recruitment ensure highly capable mission-driven leadership.
- To build Board and staff development through diversity and succession planning.
- By dedicating resources in support of the Strategic Outcomes.
- By dedicating resources in support of fundraising and other strategic drivers.
- Create and execute goals, objectives and plans consistent with The Association Strategic Plan.

Strategic Goal D3-1: Strengthen Board of Director performance through best practices in nonprofit governance.

Objectives:

- Maintain a functioning Governance Committee to ensure effective board member recruitment, orientation, engagement and training; board leadership succession planning; and assessment of board performance.
- Formalize the annual board giving campaign with the expectation of 100% participation.
- Exercise adequate fiscal oversight through the Finance Committee and Board review of financial reports.
- Ensure effective planning and performance measurement through the Strategic Planning Task Force and Board involvement in monitoring organizational results.

Strategic Goal D3-2: Recruit, retain and recognize a high-performing workforce.

Objectives:

- Regularly assess compensation, benefits and development opportunities to ensure ability to attract and retain talented employees.
- Maintain a performance management system that ensures accountability, provides feedback and rewards outstanding results.

Strategic Goal D3-3: Provide rewarding and impactful volunteer opportunities.

Objectives:

- Develop a comprehensive volunteer program that includes strategies for recruitment, orientation, training, and recognition.
- Identify and promote opportunities for volunteer service.
- Recruit non-board members to serve on Board committees.

STRATEGIC DRIVER 4: Build brand reputation, awareness and communications:

- Enhance brand identity to encompass the ALS cause and extend the brand to encompass the greater ALS community.

Strategic Goal D4-1: Demonstrate the full mission and impact of The ALS Association in all branded communications and collateral.

Objectives:

- Develop a system to collect and disseminate "Mission Moment" impact stories from those who have benefited from Association programs and services.
- Use the Chapter's case for support to provide consistent information on programs and services and to communicate the unmet needs.

Strategic Goal D4-2: Ensure that all Chapter communications are clear, consistent, and coordinated.

Objectives:

- Develop a fully integrated Chapter Communications Calendar.
- Establish a review and approval system to ensure that all Chapter communications and collateral are consistent with the Association's Brand Guide.
- Coordinate the development and release of communications to ensure that key messages are targeted to appropriate constituencies and that maximum impact is achieved.