



Arthritis Research Centre of Canada
Arthrite-recherche Canada

Leading research.
Finding answers.
Saving lives.

Orienter la recherche.
Trouver des réponses.
Sauver des vies.

Strategic Plan 2013-2016

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Background

In November 2012, the Board of Directors of the Arthritis Research Centre of Canada (ARC) met to review and update the organization's Strategic Plan. Since the plan was last updated in 2010, major changes have occurred which need to be taken into account as implementation of ARC's Strategic and Scientific Plans continue.

The Board met to commence a planning process comprising:

- Review of the 2010 Strategic Plan and progress made since it was approved;
- Celebration of past achievements;
- Review (and revision, if necessary) of the statements of the Mission and Values of ARC;
- Development of a Three-Year Vision for ARC for the period 2013/14 through 2015/16;
- Development of Objectives to move the organization closer to its Vision and identification of potential measurable Outcomes that could be monitored to assess progress.

Following approval of the new Strategic Plan (anticipated in early 2013), the ARC Board aims to proceed with:

1. 2013/14 Action Planning (collaboratively between the Executive Director and Scientific Director);
2. Board review and approval of the 2013/14 Action Plan and Operating Budget;
3. Implementation of the Action Plan throughout the fiscal year, with periodic monitoring of implementation progress by the Board; and
4. Annual review of achievements and three-year vision, as a prelude to development of the 2014/15 one-year objectives, action plan, and operating budget.

The Planning Cycle

The strategic planning work undertaken by ARC in November 2012 is understood as part of a longer, multi-year organizational planning cycle illustrated in Figure 1 on the next page. This report documents the outputs of the discovery and planning phases of that cycle—activities that typically take place once every three to five years as desired by the organization. The resulting Strategic Plan guides the annual operating cycles thereafter, forming the basis for each year's operating plan and budget; setting the targets for ongoing monitoring and evaluation; and generating findings to inform any year-to-year adjustments required over the life of the plan.

At the end of the Strategic Plan timeframe (or as otherwise determined to be necessary based on the organization's operating context), a process of renewal and discovery completes the multi-year cycle and sets the scene for the next strategic planning cycle.

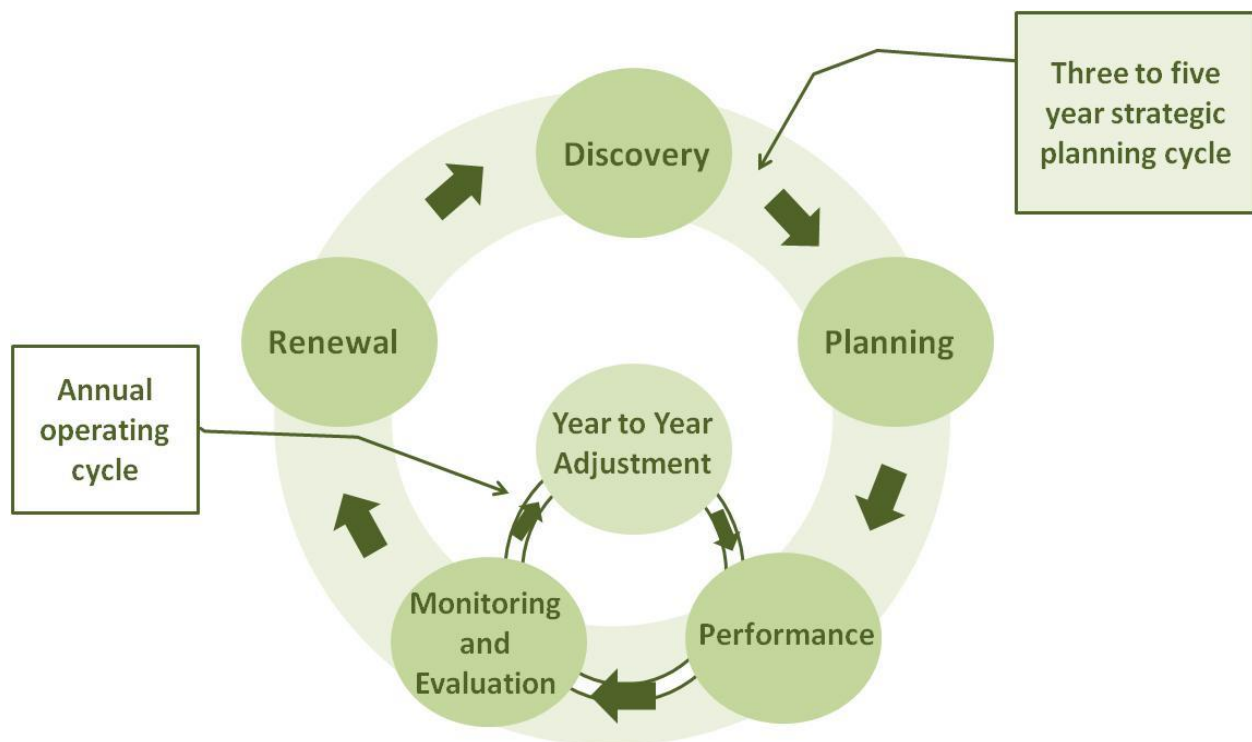


Figure 1: The Organizational Planning Cycle

The Work of the Board

A second contextual focus for the strategic planning process is Board renewal and development. The ARC Board has committed to developing its own capacity, including identification of any potential gaps in skills, expertise, or knowledge that they may address through recruitment of additional Directors.

To support this work, once again this year, the Board reviewed the four areas of activity that together comprise the responsibilities of governors of a not-for-profit society. These are illustrated in Table 1 below.

At the November 24 workshop, the Board acknowledged that their work in leading the development of a strategic plan is most directly related to their responsibilities for Purpose and Planning. They also identified a need to maintain and/or strengthen their collective ability to meet their responsibilities for Operational Oversight and Leadership through Board development and Director/Officer succession planning and recruitment going forward.

<p style="text-align: center;">PURPOSE/PLANNING <i>Why are we here?</i> <i>Where are we going and how will we get there?</i></p> <ul style="list-style-type: none"> • Ensure the organization has a current and appropriate Mission and Vision • Ensure the organization has a current Strategic Plan • Approve the operational outcomes to be accomplished 	<p style="text-align: center;">FINANCIAL VIABILITY <i>Do we have the resources we need to get where we're going?</i></p> <ul style="list-style-type: none"> • Oversee the budget process and ensure financial accountability • Ensure that adequate resources are available and used efficiently • Oversee fundraising and government relations activities
<p style="text-align: center;">OPERATIONAL OVERSIGHT <i>Are we doing the right things?</i> <i>Are we doing them well?</i></p> <ul style="list-style-type: none"> • Ensure the organization meets all legal requirements • Ensure that administration and operations are adequate or better • Undertake periodic monitoring and make sure the desired outcomes are being achieved 	<p style="text-align: center;">LEADERSHIP <i>Do we have the right people to do the job?</i> <i>Do we maintain good relations with the communities we serve?</i></p> <ul style="list-style-type: none"> • Hire the ED and maintain a relationship of constructive support • Determine the required skill sets, recruit and orient new Board members • Enhance the organization's public image and ensure good relations are maintained with key stakeholders

Table 1: Responsibilities of the Governing Board

Mission, Vision and Values

Participants¹ in the strategic planning workshop reviewed the Mission, Vision, and Values Statements as approved by the Board in 2010, to determine whether or not they continue to meet the organization's needs.

Mission and Vision

The 2010 Mission and Vision Statements were reviewed to determine whether or not they still serve as clear, succinct, and inspiring statements of ARC's purpose:

**The Mission of the Arthritis Research Centre of Canada
is to improve the lives of people with arthritis through research.**

**Our Vision: By 2014, the Arthritis Research Centre of Canada will be
recognized as an international leader in arthritis research, training and
knowledge exchange.**

The review led to wide-ranging discussion, and while some participants were content with the existing mission, others expressed the view that this mission statement did not express the true focus of the organization's purpose to their satisfaction. It was also noted that:

- Given the considerable progress ARC has made in recent years, it is appropriate at this time to develop a mission statement that is more externally focused on the change ARC seeks to foster in the world.
- Together, the Mission and Vision statements of ARC should be far-sighted, aspirational, ambitious, transformational and future-oriented. As such, references were suggested to incorporate reference to "stretch goal(s)" such as *better, longer lives*, and *a cure for/eradication of arthritis*.
- The tag lines included in the new ARC logo refer to "leading research, finding answers, saving lives"
- The benefits of reinforcing the strong reputation that ARC has built over the years by focusing on patient-oriented research that can make a practical difference for people living with arthritis right now.

¹ For a list of participants, please see Appendix 1.

- There is a desire to have a vision statement that is about “change in the world” rather than internally-focused on the role of ARC.
- It is important to acknowledge the extent to which ARC’s focus is not on the genetic/biomedical/basic science type of research that will most likely deliver cure or eradication (while acknowledging that ARC researchers collaborate with and contribute their knowledge to such efforts); and
- There is a need to undertake research regarding mission and vision statements of like-minded organizations, to ensure that ARC does not inadvertently echo or copy language already used and associated with other charities.

Values

At the workshop, participants were reminded that values define the character of the group together as an organization and describe what the organization stands for. Thus, the formally adopted values are statements of belief about:

- What is right, important or necessary in given situations;
- How relationships are to be conducted;
- How the work of the organization, in all its aspects, is completed; and
- Collective principles and ideals which guide the thoughts and actions of an individual or a group.

The Values Statement approved in 2010 was reviewed:

In all its actions and efforts, the Arthritis Research Centre of Canada is guided by these values:

- **Accountability, responsibility and integrity, demonstrated by transparency and the highest ethical standards**
- **Collaboration and consumer involvement**
- **Commitment to excellence and quality**
- **Innovation and the pursuit of leading edge ideas, practices and knowledge**
- **Respect, demonstrated by appreciating, recognizing and hearing our donors, volunteers, staff and partners who are all essential to achieving our mission**

While this list was largely endorsed as providing an appropriate set of values for ARC, discussion followed with respect to the potential benefit of adding an explanatory/definitional paragraph for each term. This approach is used by some organizations in an effort to reduce ambiguity, provide inspiration, and enhance interpretation of the terms consistent with the sponsoring organization’s definition.

Refinement and approval

Due to time constraints at the November 24 workshop, it was agreed to refer further discussion to a small task force comprised of both Board and staff members, to bring forward a specific recommendation to the Board for Mission, Vision, and Values Statements that would be aspirational and ambitious; consistent with the workshop discussion; and would integrate the concepts in the ARC logo tag lines. To provide additional input to this Task Force, an all-staff meeting was convened on July 17, 2013. Participants heard a presentation on the Board's thinking relating to Mission, Vision and Values so far, and developed their own recommendations for revisions.

At their July 2013 meeting, the ARC Board considered the advice of staff and of the Task Force, and reached agreement to approve the following statements:

Our Mission is to transform the lives of people living with arthritis through research and engagement.

Our Vision is a future where research-based services, tools and knowledge empower people living with arthritis to triumph over pain and disability.

In all its actions and efforts, the Arthritis Research Centre of Canada is guided by these values:

- **Collaboration: Working effectively across disciplines, specialities, organizations and communities to combine efforts and share information in pursuit of shared goals**
- **Excellence: Maintaining our commitment to quality and pursuit of the highest standards**
- **Innovation: Constantly seeking and applying leading edge ideas, practices and knowledge**
- **Integrity: Being accountable and transparent, meeting or exceeding standards and expectations for confidentiality, safety, protection of privacy and ethical conduct**
- **Passion: Effectively translating unwavering dedication to our mission into practical, relevant, high quality actions that make a positive difference for people living with arthritis**
- **Respect: Appreciating, recognizing and hearing the donors, volunteers, staff and partners who are all essential to our success**

The Context for Planning

Two activities were undertaken at the November 24 workshop to assist participants with reaching a shared understanding of the context for their planning efforts.

Celebrating Success

Staff leaders presented brief reviews of the operational and scientific accomplishments of the organization since the last strategic planning session. These presentations were brief because lengthier and more detailed information is provided to the Board on a regular basis on both topic areas. However, the presentations were offered in recognition of the relatively short tenure of some of the newer staff and Board members and to ensure that everyone was up to date.

The Executive Director's presentation was organized according to the four Strategic Directions approved in the 2010 Strategic Plan. Shauneen Kellner briefly reviewed accomplishments in each area.

Determine and Obtain the Resources Required for Effective Implementation of the ARC Strategic and Scientific Plans

- Determined future funding/direction of TAS relationship with ARC
- Community Outreach Grant – gaming funds
- Arbitration process – funding outcome \$1.95M to ARC
- Hired Christine Basque, Director of Development
- First fundraising event “Fellows Circle” launched
- Milan Ilich transformational gift \$4M
- A new home for ARC: moving the entire organization to Richmond
- Database conversion from TAS and implementation of Raiser's Edge system at ARC
- Seasonal “ask” going out to >7,500 donors

Strengthen Essential Relationships

- Clarified relationship with CHHM
- Incorporated extra-provincially in Alberta and Quebec
- Identified opportunities with BC Paediatrics: Diane Lacaille sharing RA administrative data
- Worked on recruitment of new members for the Community Advisory Board
- ARC government relations 6 MLA meetings – \$5M “Ask” submitted

Enhance Communications and Marketing

- New branding/logo
- Creation of the Arthritis newsletter/addition of 6 more videos
- CIHR – Minister visit and building relationship with Andrew McColgan at CIHR
- CIHR knowledge translation grant and subsequent profile
- September 18 media event

ARC Strategic Plan 2013/14 through 2015/16

- 1st ROAR webcast
- ARC on social media (Twitter, Facebook, and LinkedIn)

Enhance Leadership Development

- By-laws updated and registered
- Increased Board membership with goals of identifying gaps
- Scientific Director – succession planning underway
- Developed position descriptions for senior staff
- Professional development implemented for Executive Director

She also acknowledged several important scientific achievements during the same period:

- Creation of ARC Quebec
- Dr. John Esdaile honoured by the American College of Rheumatology
- ARC receives 2012 CIHR-IMHA Knowledge Translation Prize

Dr. John Esdaile then presented a brief verbal report on the key issues and developments in the current scientific environment for ARC, referencing a more lengthy report coming to the Board in early 2013 with extensive details on specific research activities.

Force Field Analysis

The second activity undertaken at the workshop to better understand ARC's operating context was a "force field analysis" exercise. Participants brainstormed to list the opportunities and assets that ARC can leverage in pursuing its mission and vision going forward, as well as itemizing the barriers and threats to which ARC must successfully respond in order to ensure success. Flipchart lists from the workshop were transcribed, and details are provided in Appendix 2 to this report.

Strategic Directions

ARC's multi-year vision will be achieved through the effective pursuit of four strategic directions as identified by the strategic planning workshop participants. The four high-level strategic directions developed during the November workshop are:

- 1. Maintain Scientific Leadership and Excellence**
- 2. Plan and Manage Organizational Evolution**
- 3. Secure Resources for Sustainability**
- 4. Define and Optimize Relationship Strategies**

Within each of these four strategic directions, a number of proposed key strategies or objectives are identified. These are summarized in the illustration on the next page. Further details follow, along with some preliminary thinking about measurable outcomes that could be monitored and documented to evaluate success of this plan.

The Arthritis Research Centre of Canada Strategic Plan 2013-2016 “AT A GLANCE”



Strategic Direction One: Maintain Scientific Leadership and Excellence

As identified in Table 2 below, the Objectives developed to further this Strategic Direction are directed at maintaining the position and reputation of ARC as an international leader in arthritis research. Four areas of focus are identified:

1.1 Recruitment and Succession: ARC has identified the possibility that the Scientific Director will retire, or step down from a leadership role to a less demanding position with the organization, within the next decade. As a result, scientific leadership succession is a priority, along with the ongoing need to identify and recruit new scientific talent to complement and expand the skills of the existing researcher team.

1.2 Scientific Collaboration: Among the significant changes that ARC has experienced since 2010 is the expansion of scientific activity through affiliations with peer research facilities in Calgary and Quebec City. In order to ensure maximum benefit from the potential links between scientists, these new collegial relationships require allocation of time and resources for coordination, communication, and knowledge exchange.

1.3 Scientific Planning: A Scientific Plan prepared in 2012 provided a valuable communications and fundraising tool for ARC to share with donors, government, other funders, and stakeholders. This plan describes the strengths and scientific foci of current research at ARC, at the same time making the case for future growth and recruitment priorities.

An update will ensure this document clearly articulates the organization’s scientific direction through the period of this Strategic Plan, based on a proposed gap analysis of research areas and identification of priority recruitment areas. This is particularly important in light of recent inter-provincial affiliations, which are expected to expand the scope of ARC research.

1.4 Training: Educating the next generation of arthritis researchers has long been a priority focus for ARC, both in terms of facilitating research activity and ensuring essential learning opportunities for a high-quality crop of future researcher recruits. In addition to continuing past training efforts, this objective proposes creation of an inter-centre exchange program whereby Vancouver, Calgary and Quebec City trainees could be exposed to research activities in each of the three ARC-affiliated centres.

The table which follows presents proposed Outcome Measures that, once documented, will demonstrate achievement of their respective objectives.

Objective	Outcome Measures
1.1. Continue scientific team recruitment and succession planning	<ul style="list-style-type: none"> Continue with Scientific Director succession planning Continue with researcher recruitment in alignment with the priorities of the Scientific Plan
<i>(table continues over)</i>	

Objective	Outcome Measures
1.2. Foster collaboration between ARC's three research centres	<p>Within one year</p> <ul style="list-style-type: none"> • Host an in-person meeting to review state-of-the-art research across ARC and identify deficiencies to be addressed in the revised Scientific Plan • Establish a system for/host the first researcher video conference linking ARC researchers in Vancouver, Calgary, Quebec City to achieve shared awareness and knowledge of each other's activities
1.3. Establish ARC as a national leader in consumer involvement in arthritis research	<ul style="list-style-type: none"> • Work with ARC Calgary and Quebec to create Consumer Advisory Boards for all ARC research sites by 2015 • Include input from all ARC research sites in the online Arthritis newsletter • ARC becomes known as "the" Canadian resource for consumer involvement in arthritis research
1.4. Update and implement ARC's Scientific Plan	<ul style="list-style-type: none"> • Gap analysis of research areas completed, areas to expand identified, including recruitment priorities, during 2013/14 • ARC's Scientific Plan 2013-2016 is updated reflecting learning from the gap analysis, during 2013/14 • Expanding scope of research is guided by the revised Scientific Plan, throughout the lifespan of this Strategic Plan
1.5. Enhance researcher training across ARC	<ul style="list-style-type: none"> • Increased number of trainees • Increased funding is allocated to training program, possibly through a donor-funded scholarship or fellowship program • A trainee exchange program is established between the three ARC sites by December 2013

Table 2: Objectives and Outcomes, SD#1 Science

Strategic Direction Two: Plan and Manage Organizational Evolution

In recent years, much of the governance and operational focus of ARC has been on managing change often related to events generated by external forces (e.g. funder relationships, arbitration, move to a new building). Now that the rate of change associated with these issues is diminished, the organization finds itself in a "new normal" state.

Thus, the Objectives developed for this Strategic Direction detailed in Table 3 on the next page are directed at consolidation and formalization, ensuring that the organization has the governance and operational infrastructure appropriate to its new circumstances. A key characteristic of this infrastructure is the need to ensure it will effectively facilitate collaboration and communication, based on clear mutual understandings of roles, responsibilities, and accountabilities. Accordingly, this Strategic Direction will be pursued through three umbrella Objectives:

2.1 Governance: ARC’s Board will transition to a policy governance model based on best practice evidence for governance development and structure. The Board will identify the most appropriate way to include more Directors from outside Vancouver, reflecting the increasingly national scope of the organization.

Attention to succession planning and recruitment (based on identification of required skills and attributes for recruits) will also ensure appointment of a Board with the necessary talents, knowledge, and connections to govern ARC going forward.

Communication will be a key focus, including attendance of Board members at ARC functions, such as fundraising events, and attendance of scientists at ARC Board meetings ex-officio. And, to ensure appropriate governance oversight of the organization’s leadership, processes are required for performance reviews of the Executive and Scientific Directors.

2.2 Operations: Given ARC’s growth, and the need to build a robust internal fund development function, the organization’s internal operations and business model are evolving. These changes have led to a need to review and define the internal organizational structure, both locally and nationally. For example, in light of identified priorities for enhanced fund development, marketing and branding activities (see SD#3 below) requirements will include the determination of the most appropriate structure for these new and expanded internal functions.

As with SD#1, there is also a need to facilitate effective internal links with ARC sites in Alberta and Quebec. Once a new organizational structure is approved, a plan for managed growth can be implemented over time to ensure the appropriate people, supports, and space are in place for success.

Objective	Outcome Measures
2.1. Enhance Board governance	<ul style="list-style-type: none"> • Successful transition to an evidence-based policy governance model and structure • Board recruitment is successful and is guided by identification of priorities for recruitment (e.g. skills, geography, knowledge, other) • Performance reviews completed for SD and ED • Enhanced Board/Staff/Scientist collaboration and communication
2.2. Align operational structure for success	<ul style="list-style-type: none"> • Review of internal structure and business model is completed, incorporating consideration of national linkages • Revised organizational structure and staffing plan is developed for Board approval (including timeline and resources) • ARC operations are reorganized and new staff recruited as approved (transition to new organizational structure) <p><i>(table continues over)</i></p>

Objective	Outcome Measures
2.3. Develop and enhance financial oversight and monitoring	<ul style="list-style-type: none"> • Develop organizational guidelines and targets for development expenditures as a cost of fundraising • Obtain Board feedback on the utility and completeness of variance reports as a tool for the Board to fulfill its fiduciary duties regarding financial oversight and monitoring, and implement any required changes

Table 3: Objectives and Outcomes, SD#2 Organizational Evolution

Strategic Direction Three: Secure Resources for Sustainability

This Strategic Direction recognizes that effective and strategic fundraising, government relations, and marketing/communications are essential to the long-term sustainability and success of ARC. Now that the organization is directly controlling all its fundraising activities, focus turns to planning and implementing successful structures and activities to build and nurture this new function. Related Objectives, and potential outcome measures, are listed in Table 4 on the following page.

3.1 Fundraising: ARC celebrated a major milestone in 2012 with the hiring of its first Director of Development, followed thereafter by activity focused on importing donor information and establishing internal information technology infrastructure (Raiser’s Edge) for the management of this information. In the years ahead, the fund development function needs to be planned, so that it can grow and mature to effectively meet the needs of the growing organization.

While the Ilich Foundation gift of substantial funds and space has stabilized ARC’s financial position over the life of this Strategic Plan, the organization’s leadership realizes that there is no time to bask in this success. Rather, the security provided by these substantial gifts means ARC is well placed to develop and implement a thoughtful strategic plan for long-term financial sustainability.

3.2 Marketing/Communications: Now that ARC is actively engaged in and controls its own fund development activities, ensuring strong branding and communication have never been more important to the organization. Building on the new logo and taglines adopted in 2012, this Objective seeks to develop a strong brand for marketing and communications activities to shape stakeholders’ perception of ARC’s presence, reputation, activities and values.

Building an effective brand will increase the value and effectiveness of ARC’s internal and external communication and marketing by focusing and clarifying the organization’s value proposition. It will enable partners and donors to easily understand why ARC is a good choice for a gift and/or an ongoing relationship and also supports consistent direction and motivation for employees and scientists.

3.3 Government Relations: To build effective relationships with government staff and elected officials, an organization needs first to become known to them; next to inform key targets about its activities and successes; and then to engage and involve these individuals in events and announcements. Only then will ARC be in a strong position to effectively ask for additional financial and policy support.

Objective	Outcome Measures
3.1. Grow and enhance fundraising capability	<ul style="list-style-type: none"> • Multi-year fundraising plan for ARC developed and approved by the Board by March 31 2013, including proposed parameters and strategy for: <ul style="list-style-type: none"> ○ Annual giving ○ Third party and special events ○ Corporate/private sector partnerships • Fundraising resource and staffing requirements are incorporated into 2013/14 operating plan and budget, including any essential technical/IT infrastructure • Annual fundraising revenues are sufficient to cover operating costs and contribute to salaries for new scientific recruits as prioritized by the Scientific Plan in 2013/14 • Subsequent years: <ul style="list-style-type: none"> ○ Plan for an endowment ○ Planned giving
3.2. Implement marketing and communications activities aligned with fundraising	<ul style="list-style-type: none"> • Integrated marketing and communication plan developed and approved, based on comprehensive, uniform brand, compelling “key messages”, strategically aligned with fund development plans • Brand and key messages are adopted across ARC nationally, used in all stakeholder contacts (donors, public, consumers, partners, government, internal, etc.) • Baseline awareness of ARC amongst key stakeholders is identified based on opinion polling measurement before implementation of marketing and communication plan, to facilitate confirmation of increases following implementation
3.3. Enhance government relations	<ul style="list-style-type: none"> • Government relations plan formalized by fiscal year end 2013/14 • Provincial Government awareness of/involvement with/approval of ARC is enhanced • Provincial Government gives ARC money

Table 4: Objectives and Outcomes, SD#3, Resources

Strategic Direction Four: Define and Optimize Relationship Strategies

This Strategic Direction recognizes that collaboration and relationships are powerful contributors to ARC’s success. From an initial foundational relationship with The Arthritis Society in BC to the new collegial relationship forged last year with paediatric rheumatologists at BC Children’s Hospital, ARC is strongest when it can leverage complementary skills and knowledge.

Objectives here focus on formalizing and enhancing key relationships through policy development, memoranda of understanding, and development of intentional partnership strategies. These more formal approaches will enable all aspects of ARC (governance, operations, and scientific) to align efforts

and work more effectively based on a shared understanding of the parameters for various strategic partnerships. This Strategic Direction must be pursued in concert with efforts identified above (Objective 1.3 Establish ARC as a national leader in consumer involvement in arthritis research and Objective 3.2 Implement marketing and communications activities aligned with fundraising) to ensure consistency, alignment, and complementarity across the Strategic Plan. Objectives associated with Strategic Direction Four are detailed in Table 5 below.

4.1 Affiliate Relationships: Building from a base of strong scientific collegiality, more formal definition is now required as to what it means for sites in Calgary and Quebec City to operate under the ARC banner. Once these relationships are formally defined, they can be accurately reflected in ARC’s organizational model (see Objective 2.2 Align operational structure for success) and in all fundraising, government relations, marketing, and communications activities (Strategic Direction 3).

4.2 Peer Relationships: The organizational landscape for arthritis research in Canada has changed considerably since 2010, when ARC entered into discussions with The Arthritis Society to better define the organizations’ respective roles. This objective proposes specific attention be paid to further clarifying and defining, and in some cases formalizing, relationships between ARC and other Canadian organizations (e.g. the Arthritis Alliance of Canada, the Canadian Arthritis Network, etc.).

Objective	Outcome Measures
4.1 Clarify and formalize affiliate research site relationships	<ul style="list-style-type: none"> • Terms of agreement to operate under the ARC banner are formalized for Calgary and Quebec City sites • Nature of the affiliation is understood internally and also incorporated into external key messaging • Add a representative of ARC Quebec City to the Board of Directors
4.2 Clarify and, where appropriate, formalize relationships with arthritis organizations	<ul style="list-style-type: none"> • Determine ARC’s desired relationship with peer organizations in Canada (TAS, CAN, AAC, other?) • Implement peer engagement activities to clarify relationships with Canadian peer organizations
4.3 Clarify and enhance relationship with Consumer Advisory Board	<ul style="list-style-type: none"> • Review and agree on appropriate involvement of CAB at the ARC Board • Agree on and implement mechanism for CAB input into the ARC research agenda, within realistic constraints of funding availability

Table 5: Objectives and Outcomes, SD#4, Relationships

During the November 24 workshop, it was noted that the themes of funding, communications, and relationships repeated throughout the proposed Strategic Directions and Objectives. This raised the question for some as to whether or not these items should be priorities in and of themselves, as opposed to objectives or strategies subsidiary to other Strategic Directions.

illustrates how the inter-relationship of the items can be interpreted as a sign of strength in this plan, in that its activities are fully integrated and reinforce each other. Thus, Strategic Direction One, Maintain Scientific Leadership and Excellence, is supported by a strong complementary foundation of organizational evolution, sustainable resources, and optimized relationships.

From Strategy to Operations

At the conclusion of the workshop, the facilitator was tasked with taking away the materials generated by participants to be documented in a report for Board review and approval in early 2013. This report presents the requested documentation.

ARC has engaged in strategic planning in order to reap the potential benefits of this process: enhanced performance, accountability, transparency, and alignment across its scientific, administrative, and governance activities. Whether or not these potential benefits are achieved depends on the effectiveness of the organization in operationalizing the plan in the months and years ahead.

Next Steps

- The Board of ARC to review or revise and approve these four strategic directions to be pursued between now and 2015/16, at their scheduled meeting January 31, 2013.
- The Executive Director, Scientific Director, and Board to develop a shared understanding of “what success looks like” for each of the Strategic Directions. Ideally, these would include quantifiable metrics that can be celebrated once they are achieved.
- The Executive Director, Scientific Director, and Board to determine the inter-dependencies between the strategic directions (what comes first, what can wait until later, what we can afford to do now, what must wait for more resources) to establish the parameters and principles for operational planning 2013/14.
- The Executive Director and Scientific Director to develop a One-Year Action Plan (2013/14) that takes into account the inter-dependencies between the key strategies and the existing demands/workload of the organization.
- The Board of ARC to approve the One-Year Action Plan and 2013/14 Operating Budget.
- The Executive Director, Scientific Director, and Board of ARC to continue to engage in regular monitoring and evaluation of the status of the One-Year Action Plan, at each Board meeting, using the reporting tool adopted by ARC in 2009.

Appendix A: Planning Participants

Workshop Participants

Board Members:

- Ron McKerrow – Chair
- Dan Parlow– Vice Chair
- Joe Atkinson – Finance Chair
- Celine Pitre
- Cheryl Koehn
- Iain Scott
- Don Elkington
- Rona Radler

Administrative and Scientific Staff:

- Shauneen Kellner – Executive Director
- John Esdaile – Scientific Director
- Christine Basque – Director of Development
- Jolanda Cibere – Senior Research Scientist

Facilitator:

- Pat Evans – Patricia Evans & Associates Inc.

Regrets

- Marilyn McCaig, Board Member
- Kam Shojania, Head, UBC Division of Rheumatology

Appendix B: Opportunities and Barriers

Facilitator's Summary

This summary reflects the view that all opportunities and assets have the potential to become barriers and weaknesses depending on the way the organization responds to them.

- Communication and branding
- Awareness/competition
- The economy
- Vacancy – consumer collaboration – leadership role in Canada
- Governance/effectiveness (efficiency)
- Wins
- Resources
- Scope of vision and activity (KT) (“thinking big”)
- Site growth – Internal communications
- Change/speed, resistance
- Professionalization
- Expansion (physical and scientific activity) capacity
- Government relations/influence
- Relationships and partnerships (AAC, etc.)
- Geography

The table on the next page presents the specific lists as prepared by the four participant groups at the November 24 workshop.

<p>Group 1</p> <p><i>Opportunities</i></p> <ul style="list-style-type: none"> • Become national KT leader • International conference • Expand research • Communication, collaboration <p><i>Barriers</i></p> <ul style="list-style-type: none"> • Geography • Communication, collaboration • Technology change • Audience • Communication support • Money and space and people 	<p>Group 2</p> <p><i>Opportunities</i></p> <ul style="list-style-type: none"> • Raise profile with Federal and Provincial Governments • Create global brand • Centre of excellence • Two new national partnerships with private sector • Add scientific experience • Build financial reserve • Ability to fundraise • Christine Basque joining us • Ilich funding • Leverage AAC membership to identify research opportunities and future collaboration • Premier consumer research group Canada <p><i>Barriers</i></p> <ul style="list-style-type: none"> • Change of government • Constitution • 65+ brand in market • Resources • National partnership with private sector • Funding and competition and availability • Awareness • Time required to generate fundraising engine • Resourcing and willingness of partners • CAPA - CAC merger
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<p>Group 3</p> <p><i>Opportunities</i></p> <ul style="list-style-type: none"> • New politics – Election • Fundraising – Wins • Attract Donors – Potential Outcome • Canada-wide breadth – Expansion • Scalability • Research collaboration • Training • Boomer – Economy • Expansions • Endorsements – Corporations • Endorsements – Individuals • Independence <p><i>Barriers</i></p> <ul style="list-style-type: none"> • Election - Renew efforts • Wins – How to express (KT) • Potential Outcome – How to quantify • Expansion – scientists limited • Expansion – how to attract national awareness and sponsors • Economy – absence of planned giving program 	<p>Group 4</p> <p><i>Opportunities</i></p> <ul style="list-style-type: none"> • More scientists <ul style="list-style-type: none"> ○ Expanded skill sets ○ Planned evolution • Site growth • Think big • Be leaders • Governance and effectiveness • Put ARC out of business • Influence Government policy • Make arthritis sexy <p><i>Barriers</i></p> <ul style="list-style-type: none"> • Money • Space • Finding scientists • Training scientists • Money at all sites • Communication (Iain) • History of scale • Resistance to change • Current Board operations • Money and skills • Professional communication • Impact knowledge • Cure
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Prepared for

The Arthritis Research Centre of Canada

Patricia Evans & Associates Inc.

368 Prior Street

Vancouver BC

V6A 0A6

www.patriciaevans.ca