

# Strategic Plan 2020-2023



## About this Document

Arthritis Research Canada is committed to transforming the lives of people living with arthritis through research and engagement. Our organization is unique in Canada. We are an independent non-profit charity that empowers patient-oriented investigation focused on practical research for everyday living.

The work of our inspiring scientists is made possible through granting partners and the generosity of our donors, to whom we owe a priceless debt of gratitude. One of the ways we seek to earn their trust and support is by sharing this strategic plan: our roadmap for continued success in the next three years.

This strategic plan reflects our ongoing commitment to make the most of the human and financial resources at our disposal, moving ever closer to our vision is a future where research-based services, tools and knowledge empower people living with arthritis to triumph over pain and disability.

This plan will guide our activities for the next three years and beyond. It reiterates our longstanding commitment to excellence in research, while redoubling our determination to raise awareness and engagement with the public to ensure maximum benefit results from the creation of new knowledge. This includes a growing focus on prevention: understanding how people at risk for arthritic conditions (most of us as we age!) can reduce the impact of disease through lifestyle adaptations.

To ensure the relevance and patient orientation of our research, we are grateful to the volunteer members of our Arthritis Patient Advisory Board (APAB). They collaborate with our scientists and work diligently to translate research results into accessible, clear knowledge for people living with arthritis. References to APAB in this plan reflect the close working relationship between Arthritis Research Canada and these advisors.

It is our honour to recommit to this work, and we hope you'll join us.



Jocelyn Cruickshank  
Chair, Board of Directors



Dr. John Esdaile  
Scientific Director



Shauneen Kellner  
Executive Director

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## The Context for Planning

The Arthritis Research Centre of Canada was created in 2000 in recognition of the tremendous potential that research can bring to arthritis treatment in Canada, and the world. Since 2015, it has operated as **Arthritis Research Canada/Arthrite-recherche Canada**, with an ongoing commitment to making arthritis research a priority for the more than 6 million Canadians affected by this disease.

Arthritis Research Canada has earned international attention and is a leader in arthritis research. We continue to add to a strong multi-disciplinary research team of outstanding medical doctors and research scientists, who collaborate with professional colleagues around the world. With affiliated facilities in British Columbia, Alberta and Quebec, our team works to understand, advance and share knowledge about the causes of arthritis, addressing issues impacting people with arthritis right now.

### Scientific Success

Success in health research is ultimately about making a positive impact on the lives of people whose well-being and health are impacted by disability and disease. This is a long-term effort, and while some knowledge can lead to benefits now, in other cases it takes years and decades of hard work and investment to make significant change. On an ongoing basis, scientific success is assessed through a variety of other measures, including:

- Dollar value of research funding awarded to a given scholar or centre;
- The volume of scholarly publications generated by a researcher or team; and
- The extent to which the best and the brightest faculty members and students join the team.

We're very proud to report that almost since its inception, Arthritis Research Canada has exceeded expectations in all these categories when compared to similar-sized centres (most of which are a part of a larger hospital or university). Total research funding awarded to Arthritis Research Canada scientists continues to grow steadily, topping \$7M in 2018-19 and expected to set a new record in 2019-20.

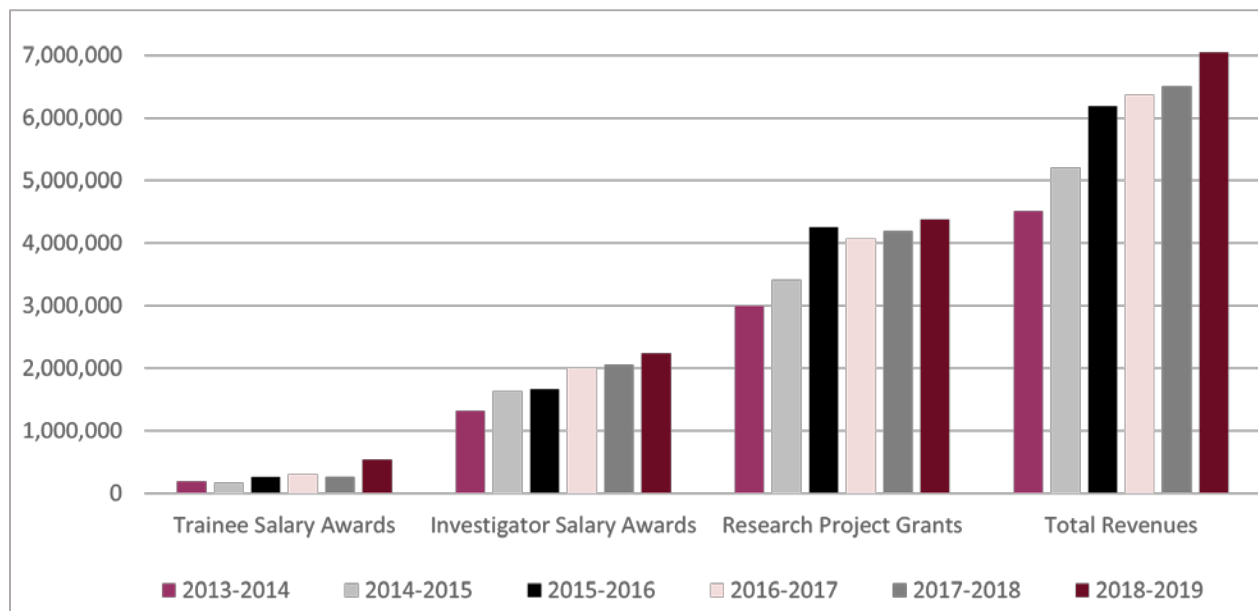


Figure 1: Research Grant Funding 2013 to 2019

Arthritis Research Canada scientists and students have published almost 1,000 major papers since 2012, including in influential arthritis journals such as Arthritis Care and Research; Rheumatology; Nature Reviews Rheumatology; Annals of Rheumatic Disease; Arthritis & Rheumatology; as well as important non-arthritis journals such as the American Journal of Medicine; PLOS One; British Medical Journal; Annals of Internal Medicine; Journal of the American Medical Association; and Statistics in Medicine. Arthritis Research Canada scientific papers are recognized as having a high impact factor or ranking because they are frequently cited in the work of other scientists.

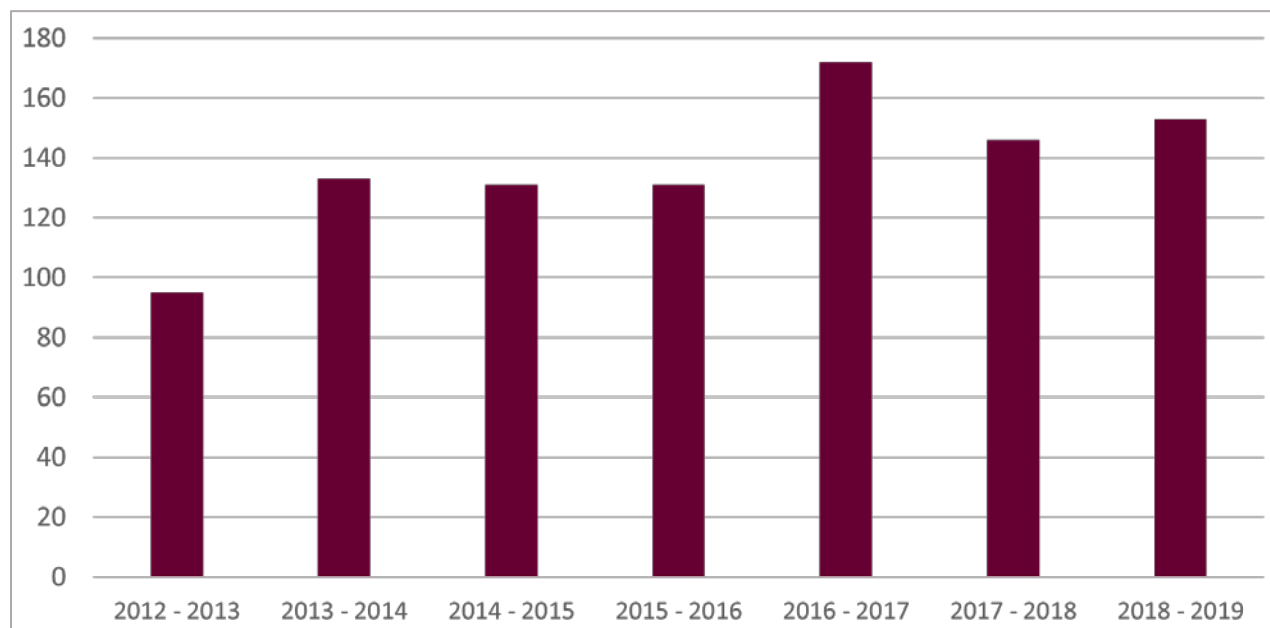


Figure 2: Major Research Publications 2012 to 2019

## Identifying and Leveraging Opportunities

In late 2019, Arthritis Research Canada’s Board of Directors and senior leadership team entered into the planning process, reviewing the accomplishments achieved over the past three years and exploring the current state and future challenges that shape the organization’s operating environment. Amongst the opportunities and barriers they identified were:

- Arthritis Research Canada has enjoyed strong and stable leadership with its present Scientific Director and Executive Director with long tenure. Now, both have indicated their plans to retire within the time-span of our next strategic plan. Succession planning is underway, and successful execution of this plan will be vital to our stability and prosperity.
- Meeting the persistent challenge of public awareness, in a noisy and crowded communications and marketing marketplace where higher profile diseases and patient populations fight hard for donor support.
- Making the case with philanthropists and governments for investment in our research. We use workplace productivity statistics, insurance data, and compelling personal stories to make the case for the enormous positive impacts of applied research on quality of life and length of life.
- The end of our tenancy with the generous landlords at Progressive Construction in Richmond is in sight, as our current location is readied for redevelopment. New premises in the short and longer term are a top priority.

- Continuing to strengthen and steward affiliate site relationships, to build capacity for arthritis research in Alberta, Quebec, and beyond.
- The need for continued evolution and renewal of Arthritis Research Canada's Board of Directors, to ensure that governance capacity is maintained and that we establish essential new relationships as our organization faces new and complex challenges.

These and other key factors in Arthritis Research Canada's operating context influenced the creation of this plan, which will guide operations through 2020 and beyond.

## The Foundation of the Strategic Plan

The mission, vision and values statements below are the foundation of our strategic plan. Together, they provide clear statements of our reason for being; the future we exist to create; and the values that guide our activities and choices as we work to achieve that vision.

### Mission Statement

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

### Vision Statement

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

### Our Values

#### *Integrity*



Being accountable and transparent, meeting or exceeding standards and expectations for confidentiality, safety, protection of privacy and ethical conduct

#### *Collaboration*



Working effectively across disciplines, specialties, organizations and communities to combine efforts and share information in pursuit of shared goals

#### *Innovation*



Constantly seeking and applying leading edge ideas, practices and knowledge while maintaining our commitment to quality and pursuit of the highest standards

#### *Passion*



Effectively translating unwavering dedication to our mission into practical, relevant, high quality actions that make a positive difference for people living with arthritis

## Strategic Plan at a Glance

### 1.0 Maintain and deepen scientific excellence

- 1.1 Recruit and support leading scientists
- 1.2 Expand and enrich scientific collaboration
- 1.3 Provide exemplary training and mentorship
- 1.4 Continue and grow knowledge translation
- 1.5 Continue to foster meaningful patient engagement

### 2.0 Enhance engagement and partnerships

- 2.1 Increase public awareness of Arthritis Research Canada/Arthrite-Recherche Canada
- 2.2 Engage new audiences
- 2.3 Develop and diversify partnerships

### 3. Secure resources to meet future needs

- 3.1 Enhance fundraising capacity
- 3.2 Deepen relationships with donors
- 3.3 Diversify revenue sources

### 4. Evolve for growth and success

- 3.1 Successfully complete leadership succession
- 3.2 Ensure space and infrastructure needs are met
- 3.3 Manage Board succession for effectiveness and diversity
- 3.4 Steward resources to minimize risk



## Strategic Direction #1:

### Maintain and deepen scientific excellence

Scientific excellence is the core of our work: all efforts are ultimately focused on creating and sharing new knowledge to prevent the development of arthritis and to transform both the quality and length of the lives of people living with arthritis and related conditions.

Academic health science combines three activities: research; training (including teaching and mentorship); and knowledge translation, all reflected in our objectives for this priority area.

Supporting both emerging and established scientists continues to be a hallmark of Arthritis Research Canada's research activity. Our collegial, supportive environment ensures that our trainees and researchers, funded by competitive scholarships and salary awards, continue to generate new knowledge in arthritis prevention and care. Our focus on knowledge translation recognizes the importance of ensuring that research evidence is widely shared and adopted.

#### Objective 1.1 Recruit and support leading scientists

Scientific fields are experiencing the same demographic pressures as other specialties across North America, as the Baby Boomers reach retirement age and subsequent generational cohorts present smaller numbers of specialists to fill their roles. Arthritis Research Canada draws on its reputation and culture to attract new leaders to our scientific team. This is an ongoing, opportunistic endeavour. Arthritis Research Canada has always been innovative in finding support for young scientists to join and the future will require ongoing innovation in creating new positions.

Senior Scientist Dr. Diane Lacaille was appointed Associate Scientific Director at Arthritis Research Canada in 2018, the first step in a succession plan to respond to the anticipated retirement of founding Scientific Director Dr. John Esdaile in 2020. She now works closely with Dr. Esdaile to identify and recruit additions to our team to fill faculty positions created by both growth and anticipated future retirements.

#### Objective 1.2: Expand and enrich scientific collaboration

Today more than ever before, health research is a "team sport" – an activity where best results are achieved by multi-disciplinary teams working across sites and professions to pool their knowledge and ingenuity in pursuit of common goals.

Arthritis Research Canada collaborates currently with more than 100 other institutions and scientific groups across North and South America, Australasia and Europe.

This objective confirms our commitment to developing and enhancing scientific collaboration. That includes nurturing collaboration internally (at and between all our sites across Canada) and externally with professional collaborators across the country and around the world.

### Objective 1.3: Provide exemplary training and mentorship

Since it was founded in 2000, Arthritis Research Canada has provided a rich and fertile training environment for more than 77 future scientists. These have included trainees at a range of points in their professional development:

- Masters students just beginning their academic research careers;
- PhD students committed to a professional future as investigators; and
- Post-doctoral fellows honing the professional skills needed to pursue a lifelong career path as an independently-funded researcher and director of a research program.

At any given time, as many as 38 trainees are working under the supervision of Arthritis Research Canada-affiliated scientists in Vancouver, Calgary, Montreal, and Quebec City. They work as essential members of our research teams, while also pursuing their own projects and studies. Through collaboration with and mentorship from our senior scientists, they develop skills and gain experiences that lay the foundation for success throughout their careers.

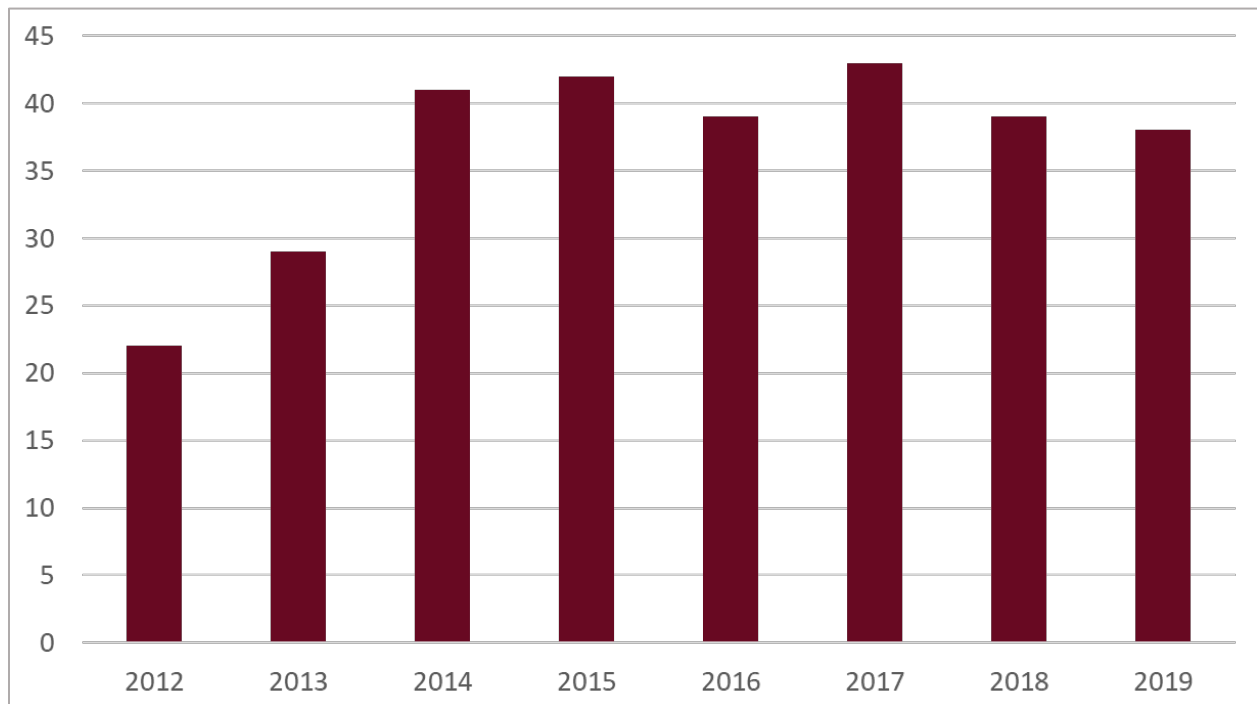


Figure 3: Trainees annually, 2012 to 2019

This objective recognizes our commitment to continuing to secure and invest resources in providing supervision, support and infrastructure for the best and the brightest minds who are the future of arthritis research in Canada and beyond. One of the options we're currently investigating is the possible creation of a new role for a Director of Training, in recognition of the essential nature of this activity.

### Objective 1.4: Continue and grow knowledge translation

This objective reflects Arthritis Research Canada’s unique expertise and widely respected achievements in knowledge translation (KT) – including efforts by volunteer members of the Arthritis Patient Advisory Board (APAB) and Les Patients Intéressés par la Recherche sur l’Arthrite (PIRA) in Quebec.

All our scientists and most trainees publish in scholarly journals; create posters for academic meetings; present at international conferences; and collaborate with other scientists across disciplines and jurisdictions. These activities are focused on sharing knowledge, learning from colleagues, and accelerating uptake and application of new research-based insights into the causes, prevention and treatment of arthritis.

With this objective we also reiterate our commitment to Arthritis Research Canada’s continued leadership and excellence in KT and public engagement including support for APAB and PIRA, which are increasingly recognized as national leaders in patient engagement in research. For example, our investigators regularly generate “lay summaries” – brief descriptions of their research findings in accessible language, which are then reviewed and edited by APAB volunteers. These summaries are available online at <https://www.arthritisresearch.ca/current-research/>.

### Objective 1.5: Continue to foster meaningful patient engagement

Engagement of patients in all aspects of research, and in knowledge translation activities, has long been a defining characteristic of Arthritis Research Canada. People living with arthritis are involved throughout the research cycle, from contributing to potential research project ideas that are motivated by patient needs, through the conduct of research, publication of results and dissemination of new findings that can improve prevention, treatment and quality of life. This objective reiterates our commitment to this vital partnership.



The table below summarizes these Objectives and the proposed Outcomes Measures that, once documented, will demonstrate their achievement.

Strategic Direction #1: Maintain and deepen scientific excellence	
Objective	Outcome Measures
1.1 Recruit and support leading scientists	<ul style="list-style-type: none"><li>• Scientific team maintains or enhances disciplinary diversity and achievements annually</li></ul>
1.2 Expand and enrich scientific collaboration	<ul style="list-style-type: none"><li>• Maintain or enhance activities that reflect scientific collaboration within Canada and internationally</li><li>• Annual increases in collaborative activities amongst ARC-affiliated scientists in Vancouver, Alberta and Quebec</li></ul>
1.3 Provide exemplary training and mentorship	<ul style="list-style-type: none"><li>• Maintain or increase number of trainees and their financial support/associated awards</li><li>• Annual increases in collaborative training and mentorship activities amongst ARC-affiliated scientists in Vancouver, Alberta and Quebec</li></ul>

**Strategic Direction #1: Maintain and deepen scientific excellence**

<b>Objective</b>	<b>Outcome Measures</b>
1.4 Continue and grow knowledge translation	<ul style="list-style-type: none"><li>• Continue to support trainees in KT and implementation science</li><li>• Measure media impressions featuring Arthritis Research Canada research including interviews, articles, web stories, reports, citations, etc.</li></ul>
1.5 Continue to foster meaningful patient engagement	<ul style="list-style-type: none"><li>• Arthritis Research Canada continues to promote essential patient engagement by supporting APAB and PIRA</li><li>• Collaboration continues between APAB, PIRA and Arthritis Research Canada researchers at all sites</li><li>• Year over year increases in proportion of research projects involving APAB and PIRA members, including in (e.g.) presentations, grants and publications</li></ul>

## Strategic Direction #2:

### Enhance engagement and partnerships

Most health research organizations are subsidiaries of hospitals and universities, and as such can draw on the considerable marketing and public outreach efforts of these host institutions. Arthritis Research Canada relies on public awareness and recognition, not only in support of our fundraising efforts but also to make sure our knowledge translation efforts have the maximum possible impact. This work is undertaken in a highly competitive environment, where communications channels are fragmented and dominated by short attention spans.

#### Objective 2.1: Increase public awareness of Arthritis Research Canada

Arthritis is a well-recognized illness, perhaps because of its prevalence: it's estimated that one in six Canadians has been diagnosed with some kind of arthritis, and these are people of all ages, from infants to seniors. Thus the work of Arthritis Research Canada and its message is personally relevant to all these people, and to their families, friends and co-workers. This objective focuses our work on raising their awareness of our organization, what it offers them, and how they can join us in building a healthier future for people living with arthritis. We plan to enhance marketing and branding; increase our social media activity; and optimize opportunities for media and public speaking by our scientists.

#### Objective 2.2: Engage new audiences

Arthritis affects Canadians of all ages and races, and this objective addresses our intention to expand our reach to a broader range of audiences. Over the next three years we will work to gain a better understanding of who we reach now, and which audiences are not receiving our message. Then we'll tailor our outreach efforts, based on both organizational priorities (e.g. potential funding partners, media outlets) and patient population needs (e.g. new Canadians, people and professions at higher risk of arthritic disease).

#### Objective 2.3: Develop and diversify partnerships

We have limited resources, and are committed to maximizing the funding we provide directly to support our scientists. As a result, we rely on partnerships with individuals and corporations who can help spread our message and make our case for support. This objective speaks to the importance of continued growth and diversification of these partnerships, including outreach to industry leaders; media outlets; business associations; and other potential partners with valuable networks.

Macdonald Realty, Presenting Sponsor of our annual signature event the ARThritis Soirée has provided such an opportunity. In promoting their corporate commitment to supporting arthritis research, we have been able to develop and implement strategies to engage their employees and their client networks through tailored social media messaging and awareness.



The table below summarizes these three Objectives and the proposed Outcomes Measures that, once documented, will demonstrate their achievement.

## Strategic Direction #2: Enhance engagement and partnerships

Objective	Outcome Measures
2.1 Increase public awareness of Arthritis Research Canada	<ul style="list-style-type: none"><li>• Strategic marketing and public awareness strategy, aligned with fund development and strategic plan, developed and implemented by Dec 2020</li><li>• Marketing plan and website updates completed by FYE 2022</li><li>• Audience data confirms increases in accurate public awareness of Arthritis Research Canada, its value proposition and its differentiation from TAS (measured every two years compared to 2019 baseline)</li></ul>
2.2 Engage new audiences	<ul style="list-style-type: none"><li>• Develop a marketing/engagement plan with strategies that speak to specific audiences and demographics for the purposes of awareness and fund development strategies.</li><li>• Establish methods to test and measure strategy success</li></ul>
2.3 Develop and diversify partnerships	<ul style="list-style-type: none"><li>• Arthritis Research Canada Board provides marketing staff with contact assets on a regular basis to support strategic outreach activities</li><li>• Board and staff implement outreach and partnership plan by FYE 2020</li><li>• Establish at least two strategic high profile corporate partnerships per year 2021 through 2023</li></ul>

## Strategic Direction #3: Secure resources to meet future needs

It's widely acknowledged that talented people, the space they need to work, and the money required to support their efforts are the three essential foundational components of any successful research enterprise. Strategies to meet our needs for people and space are addressed in this plan in Strategic Directions One and Four; the objectives below focus on the financial resources essential to achievement of those goals.

### Objective 3.1: Enhance fundraising capacity

When Arthritis Research Canada was founded in 2000, one of our top priorities was to establish a fundraising infrastructure that would enable donors with a special interest in arthritis research to ensure their generous gifts had the maximum possible impact. Today, that infrastructure has grown into a professional fund development and stewardship program, highlighted by these major efforts:

- Our annual signature event, the ARthritis Soirée, has earned more than \$1.9 million (including GIK) since its inception in 2013.
- Promotion of Arthritis Awareness Month every September. 2019 campaign led by announcement of spokesperson Spencer O'Brien – 2014 Canadian Olympic team member and professional snowboarder who was diagnosed with rheumatoid arthritis at age 25
- Annual direct mail and donor stewardship campaign.
- Leadership giving program (Fellows Circle)
- Implementation of planned giving strategy to identify high probability prospects and cultivate their legacy support

In the years ahead, we will continue to focus on growing our donor base through a diversified fund development portfolio for both individual and business supporters. We will look to identify new and unique opportunities that complement our awareness and segmented marketing strategies to further enhance engagement and financial support in the broader picture, while continuing to nurture specific strategies such as planned giving that have been identified as having the potential for significant yields. It is important that we monitor and adjust the fund development resources as necessary to be able to respond to new and important revenue sources and progress.

### Objective 3.2: Deepen relationships with donors

Donor stewardship is the cultivation of an ongoing relationship between a charity and its donors, through which the charity seeks to express gratitude for a donor's gift. Stewardship typically involves an understanding of the motivations that stimulate giving. Two common premises behind donor stewardship include ensuring fidelity to a donor's wishes for the use of their gifts, and relationship building that seeks to understand and respect a donor's desire. A long-standing relationship should have readily recognizable benefits to both donor and charity, and can sometimes result in the ultimate act of support, a bequest to the charity as part of the donor's will.

Arthritis Research Canada seeks to build long-term relationships with our donors, and this objective recognizes our intention to continue efforts to understand how we can provide information and resources that deepen their connection to us.

### Objective 3.3: Diversify revenue sources

The bulk of our revenues in recent years comes from a one-time grant from the BC Ministry of Health. Figures 3 and 4 below illustrate the mix and growth in revenues 2016 through 2018. In the next three years we are going to pursue new commercial and retail fundraising opportunities, including third party-sponsored events, based on new partnerships and relationships anticipated in objective 2.3 above.

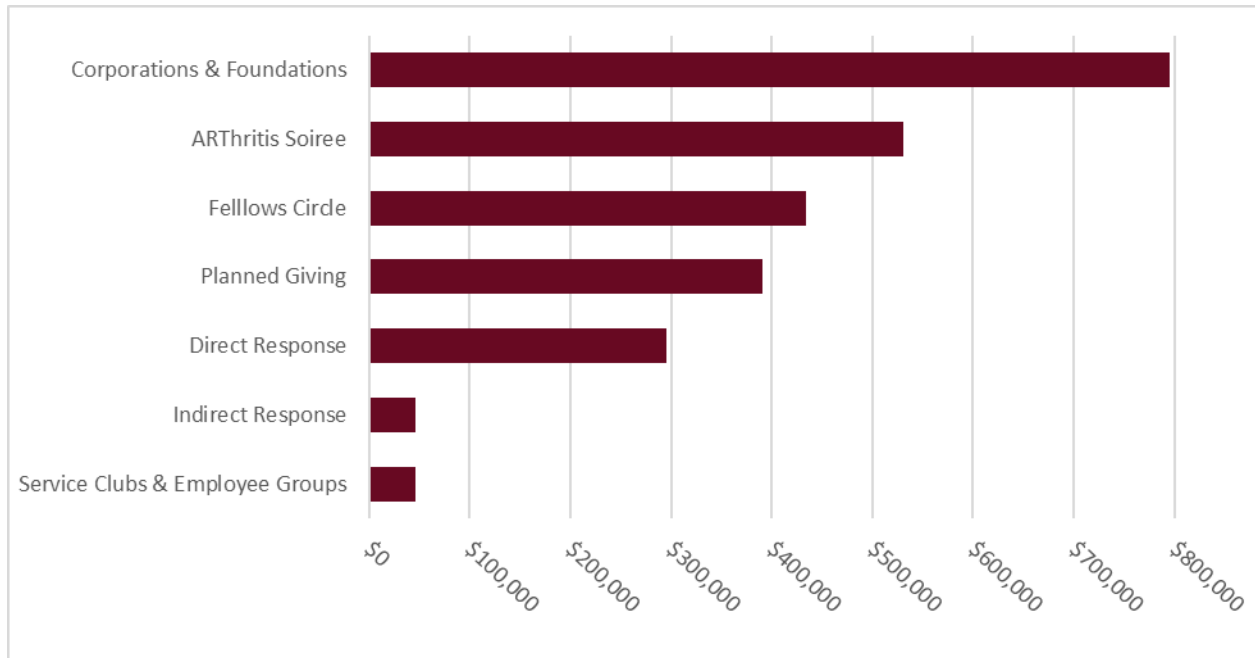


Figure 3: Donor revenue by non-government sources, 2016 to 2018

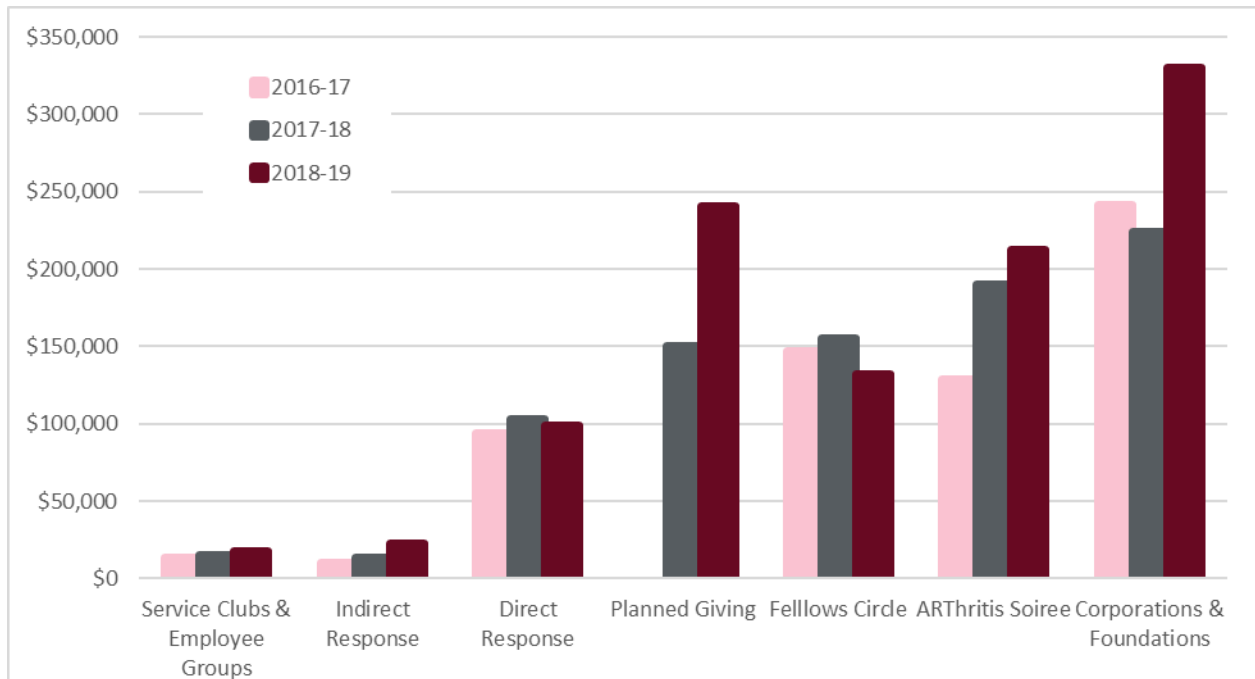


Figure 4: Changes in (non-government) donor revenue by source, 2016 to 2018





The table below summarizes our three Objectives for resource development and the proposed Outcomes Measures that will demonstrate their achievement over the life of this plan.

<b>Strategic Direction #3: Secure resources to meet future needs</b>	
<b>Objective</b>	<b>Outcome Measures</b>
3.1 Enhance fundraising capacity	<ul style="list-style-type: none"><li>• Management to propose and Board to approve annual fundraising and revenue/expenditure targets as part of the annual operational budgeting process</li></ul>
3.2 Deepen relationships with donors	<ul style="list-style-type: none"><li>• Arthritis Research Canada Board contributes to building fund development introduction opportunities through regular updates to their strategic contact asset lists</li><li>• Campaign Advisory Board is active and generates effective leads</li><li>• Board members demonstrate more active participation in ongoing donor stewardship including thank you calls (program in place by FYE 2020)</li></ul>
3.3 Diversify revenue sources	<ul style="list-style-type: none"><li>• Based on targets established as part of the annual budget process, Board-approved goals are met or exceeded annually for increase in diversification of revenues across all the components that comprise Arthritis Research Canada's overall fund development effort</li></ul>

## Strategic Direction #4: Plan for leadership succession, operational sustainability and evolution

Leadership and operational stability are the foundation on which Arthritis Research Canada's scientists rely. A visionary and respected scientific leader, combined with stable, effective and efficient organizational infrastructure, reduce the distraction and increase the focus of our scientific team on their mission. This Strategic Direction addresses the commitment of Arthritis Research Canada Board to securing the tools, people and space on which they rely.

### Objective 4.1: Successfully complete scientific and operational leadership succession

The Board of Directors has already commenced work on succession planning, responding to notice from the present Scientific Director and Executive Director respectively of their plans to retire within the time-span of this strategic plan. An environmental scan of peer organizations internationally was conducted in 2019, helping to inform the Board's decisions regarding recruitment and appointment of a new leadership team in 2020 and beyond.

### Objective 4.2: Ensure space and infrastructure needs are met

Since 2012, Arthritis Research Canada has occupied 12,946 square feet of research, administrative and clinical office premises supplied by Progressive Construction – a highly valued component of the multi-faceted support of the Milan & Maureen Ilich Foundation. Now, the end of that tenancy is in sight due to redevelopment plans for the Richmond facility. In the short term, we need a temporary home of at least 10,000 square feet of useable space (ideally, by June 2021). Within the subsequent year, we aim to secure a permanent home that would allow us to increase our scientist headcount over the next decade.

Keeping long-term financial impact in mind, to secure and outfit these future premises we are pursuing creative options including e.g. a facility donation, a zero-interest mortgage, or tenancy in a community-amenity space at below market rates as part of a development permit negotiation by a builder.

### Objective 4.3: Manage Board succession for effectiveness and diversity

Between 2016 and 2019, several new Directors have joined Arthritis Research Canada Board, reflecting a commitment in our past strategic plan to build Board capacity by strategically pursuing appointments of individuals with specific skills, experience and network reach.

This objective recognizes our commitment to continue that approach in a thoughtful and well-documented annual cycle of Board succession planning. Each year the Board will identify existing gaps in expertise or desired skills; track term limit changes that will create vacancies; and seek candidates whose appointment could deepen our network of donors.

Based on these criteria we will maintain a “pipeline” of qualified candidates and work with existing Directors to ensure nominees are identified for Board Executive and Committee leader roles. Among the activities we are considering in this regard are development of a “Young Adult Leaders” advisory group; identifying additional representation from Alberta and Quebec; and identifying candidates with connections and influence in major donor communities.

## Objective 4.4: Steward resources to minimize risk

The changes and priorities outlined in this plan – including new premises, leadership change, scientific recruitment and organizational growth – all come with risks and challenges, and this objective recognizes the fiduciary role played by the Board in effectively stewarding the organization’s resources through times of change. Activities anticipated as part of this objective include:

- Ensuring appropriate planning and monitoring processes for our move to a new facility
- Maximizing return on investment of our investment portfolio, within acceptable risk tolerances as established by Board policy
- Optimizing the link between budgeting and cash flow, and the management of our investment portfolio
- Maintaining responsible operational spending



The table below summarizes these three Objectives and the proposed Outcomes Measures that, once documented, will demonstrate their achievement.

<b>Strategic Direction #3: Plan for leadership succession, operational sustainability and evolution</b>	
<b>Objective</b>	<b>Outcome Measures</b>
4.1 Successfully complete leadership succession	<ul style="list-style-type: none"> <li>• Implementation of the Scientific Director succession plan is completed, and new Scientific Director is appointed by June 2020</li> <li>• Board reviews recommendations from new Scientific Director and agrees on whether or not to appoint a new Associate/Deputy Scientific Director and/or a Training Director by Dec 2020</li> <li>• Implementation of the Executive Director succession plan is completed, and new Executive Director is appointed by Dec 2020</li> </ul>
4.2 Ensure infrastructure needs are met	<ul style="list-style-type: none"> <li>• Management proposes and Board approves plans for:               <ul style="list-style-type: none"> <li>○ Short term transitional space</li> <li>○ Longer term facilities</li> <li>○ Moving and other infrastructure needs and costs</li> </ul> </li> </ul>
4.3 Manage Board succession for effectiveness and diversity	<ul style="list-style-type: none"> <li>• Maintain a current Board recruitment grid to identify priorities (e.g. in skills, expertise, connections, diversity, location, capacity and willingness to serve as an Executive member, etc.), for ongoing reference</li> <li>• Recruit and appoint new Board members based on recruitment priorities at or before each Annual General Meeting</li> <li>• Continue to conduct annual Board check-in process to support Board effectiveness and volunteer satisfaction</li> <li>• Complete a Board Leadership succession plan and appoint a new Vice-Chair in 2020, to succeed the Board Chair in September 2021</li> </ul>

**Strategic Direction #3: Plan for leadership succession, operational sustainability and evolution**

**Objective**

**Outcome Measures**

4.4 Steward resources to minimize risk

- Operating budgets balanced annually 2020 through 2022
- Target for investment management of prime rate plus an average of 2% increase annually over three years

## From Strategy to Operations

Arthritis Research Canada has created this strategic plan to enhance 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 Executive Director will work with other members of the Arthritis Research Canada Management Team to develop, and the Board will approve, a shared understanding of “what success looks like” for each of the Strategic Directions: the quantifiable metrics that can be celebrated once they are achieved.
- The Board of Arthritis Research Canada will review or revise and approve this plan in March 2020.
- The Management Team will develop a Three-Year Action Plan taking into account inter-dependencies between the key strategies and Arthritis Research Canada’s existing operational demands and workload.
- The Board of Arthritis Research Canada will approve the Three-Year Action Plan in June 2020.
- The Management Team and Board of Arthritis Research Canada will continue to engage in regular monitoring and evaluation of the status of the Three-Year Action Plan, annually, using the reporting tool adopted by Arthritis Research Canada in 2009.

## Guiding our Future

This strategic plan was developed and approved by the Board of Directors of Arthritis Research Canada in 2019/20:

- Jocelyn Cruickshank, Chair
- Rodrigue Lussier, Finance Chair
- Jim Dales
- Don Elkington
- Rahim Esmail
- Amanda Girling
- Lianne Gulka
- Pauline Hadley-Beauregard
- Colin Hansen
- Naz Panahi
- Stephen Schwartz

With the participation and support of these scientists and staff:

- Dr. John Esdaile, Scientific Director
- Shauneen Kellner, Executive Director
- Dr. Diane Lacaille, Associate Scientific Director and Senior Scientist
- Patti Nakatsu, Director of Development