



STRATEGIC PLAN

FY2017-FY2020

8.11.2017

FRAMEWORK:

Mission	What we do
Vision	What success looks like
Values	How we behave
Goals	What (in general) we want to achieve
Objectives	What (specifically) we want to accomplish
Tactics	How the work will be accomplished

MISSION

Advance education, awareness, support, treatment and research to improve the quality of life for all people affected by brain injury

VISION FOR BRAIN INJURY

- Everyone who sustains a brain injury has an accurate, timely diagnosis, equal access to expert trauma care, specialized rehabilitation, lifelong disease management, and individualized services and supports
- Families affected by brain injury have services and supports so they and their loved ones can live healthy, independent and satisfying lives
- All preventable brain injuries are prevented

VALUES

- Compassionate assistance that respects the dignity and diversity of those we serve
- Proactive leadership that advances our mission and vision through progressive and innovative public policy
- Active collaboration and cooperation with the brain injury community
- Quality, integrity and trust in our operations and relationships, and responsible stewardship of the resources entrusted to us.
- A commitment to growth that enables us to serve with imagination and courage in a changing environment

GOALS FY17-FY20

- Improve care and support for individuals with brain injury and their families
- Increase awareness of BIAV and improve understanding of brain injury
- Increase our capacity to achieve our mission

2018 FUNDING:

- A. Total FY18 organizational budget: \$727,864. Projected restricted revenue: \$553,064; percentage of total organization budget: 76% (up from 72% previous year). Projected unrestricted revenue: \$174,650.00; percentage of total organization budget: 24% (down from 28% previous year)
- B. Federal TBI Act Grant: Facilitating Access to Care and Enhancing Services (FACES) in Virginia. Yr 4 of 4 yr grant; constitutes 20% of FY17 budget (down from 24%). Purpose: Build and enhance Virginia's infrastructure for service delivery within the framework of: (1) providing individualized information and resource assistance to individuals who sustain a brain injury and family caregivers; (2) increasing professional knowledge and understanding of brain injury identification and treatment approaches; (3) conducting outreach and screening efforts to more accurately identify individuals with brain injury who are undiagnosed, dually diagnosed, or simply not receiving appropriate services; and (4) facilitating the development and delivery of training and tools that strengthen interagency capacity to provide effective services.
- C. State Contract: Brain Injury Resource Network. In 3rd year of contract; may renew annually up to 5 yrs; constitutes 54% of FY 17 budget (up from 45%). Purpose: Develop partnerships, enhance access to quality services, provide support, serve as an entry point into appropriate systems of care and provide statewide resource coordination services for those with or caring for someone with brain injury. Although not listed as a program goal, time and energy over the next 2 years will be spent on assessing and developing policies/procedures needed for successful CARF accreditation; it is a contract requirement.

2018 OBJECTIVES AND TACTICS:

Improve Care and Support for Individuals with Brain Injury and Their Families	
OBJECTIVE	TACTICS
<i>Education</i>	
Prepare and deliver educational presentations, workshops or other trainings for health and human service professionals.	<ol style="list-style-type: none"> 1. Four (4) on-site trainings on specific brain injury topics 2. One (1) Health and human services staff webinar 3. PWBI/caregiver conference 4. Professional conference or workshop
Coordinate and archive web-based specialized training in brain injury provided by subject matter experts.	Conduct/coordinate 1 webinar on screening for brain injury by non-brain injury professionals
Provide educational events specific to the needs of PWBI and caregivers.	<ol style="list-style-type: none"> 1. 10 scholarships to attend annual conference 2. 1 webinar; Topic TBD 3. Caregiver forum
<i>Information and Referral, Outreach and Support</i>	
Investigate BI education needs of 3-5 professional groups.	Provide educational materials through targeted mailings
Provide brain injury screening education and training materials to human services program staff to vulnerable populations.	<ol style="list-style-type: none"> 1. Provide BI Screening toolkit to 5 targeted human service programs annually 2. Work with DARS and UVA to develop BI Screening tool for use in medical homes (e.g. free and charitable clinics, Community Services Boards)

Conduct local support groups and provide technical assistance to SG leaders.	<ol style="list-style-type: none"> 1. Quarterly educational activities for SG leaders 2. Support Group Leader Retreat 3. Attend 2 support groups outside Richmond area
Provide direct services to persons with brain injury and their caregivers and train future healthcare professionals.	<ol style="list-style-type: none"> 1. Manage Camp Bruce McCoy 2018 2. Offer 15 scholarships to individuals requesting financial assistance to attend Camp
Enhance brain injury supports and services through resource coordination, outreach to persons with brain injury and coalition building with community partners.	<ol style="list-style-type: none"> 1. Provide personalized information, referral and case consultation services to persons with brain injury, family caregivers and professionals 2. Conduct expansive outreach to newly injured Virginians
Provide on-line information and referral services.	<ol style="list-style-type: none"> 1. Develop online database of referrals that constituents can access on our website 2. Create online tip cards and a resource list that constituents can access on our website 3. Produce an online community based resource list (e.g. free clinics, food banks, financial planners) accessible on our website
Complete DARS program accreditation process	<ol style="list-style-type: none"> 1. Engage external consultant to conduct mock CARF survey 2. Complete AIRS certification for I&R staff
<i>Advocacy</i>	
Pursue public policy changes that improve the system of care for persons with brain injury.	<ol style="list-style-type: none"> 1. Ensure effective and well-informed policy advocacy 2. Attend meetings of state and local agencies, legislative and stakeholder committees that can impact access to care or quality of life for persons with brain injury 3. Collaborate with human service nonprofits providing services that include or would be beneficial to persons with brain injury 4. Serve on boards, councils, work teams, task forces or committees addressing issues of interest to the brain injury community. 5. Participate in a "waiver mentor" program to assist persons with brain injury receiving waiver services as they transition to the new waivers. 6. Collaborate with VABISP to develop 2017 Policy Agenda
Develop and provide self and systems advocacy training tools and resources.	Provide advocacy training for individuals with brain injury, family caregivers and other stakeholders that teaches effective self and systems advocacy techniques, provides information on locating and obtaining resources, and develops independence

Increase Awareness of BIAV and Improve Understanding of Brain Injury	
OBJECTIVE	TACTICS
Raise public awareness and understanding through activities that increase the community's knowledge of brain injury.	<ol style="list-style-type: none"> 1. Develop media interest to raise awareness of brain injury 2. Produce and utilize a variety of traditional and social media communication tools to raise public awareness 3. Organize and participate in public awareness events 4. Develop new website and provide new BI information through on-line and social media channels 5. Create and implement strategic media relations plan to include best use of print and social media, outreach strategies, capacity building and SEO analytics 6. Develop new collateral materials to support media relations plan
Increase our capacity to achieve our mission	
OBJECTIVE	TACTICS
Successfully implement FY18 Development Plan	<ol style="list-style-type: none"> 1. Unrestricted Income: <ul style="list-style-type: none"> • Program Fees • Membership • Advertising • Community Health Charities • Federated Campaigns • Events 2. Restricted Income <ul style="list-style-type: none"> • Contracts • Grants • Temporarily restricted donations 3. In-Kind Donations 4. Support Activities <ul style="list-style-type: none"> • Develop member / donor stewardship tools • Determine Board specific activities to increase comfort and engagement with Development activities. • Refine corporate sponsorship programs and benefits
Complete strategic planning to focus organizational resources in a positive direction	<ol style="list-style-type: none"> 1. Complete environmental analyses 2. Establish Board related priorities and goals 3. Implement plan components
Enhance communication tools to increase giving	<ol style="list-style-type: none"> 1. Update membership and corporate sponsorship communications, programs and benefits. 2. Enhance individual donations by improving communications 3. Implement website changes to facilitate giving 4. Explore use of Facebook fundraising tools

<p>Identify and utilize data from various sources to guide program enhancements and decisions</p>	<ol style="list-style-type: none">1. Utilize BI First Software to conduct program evaluation and service needs assessment2. Conduct customer satisfaction and program performance surveys and evaluate results3. Glean insights from website and social media tools for targeted efforts
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ADDENDA:**2017 Threats, Opportunities, Weaknesses and Strengths Analysis Results:**

CONSOLIDATED STAFF COMMENTS	CONSOLIDATED BOARD COMMENTS
<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Staffing levels, including not having a dedicated Development position • Other BI Programs can do what we do, but we can't do what they do • Inch deep and mile wide • Funding for federal grant activities • Impending changes in DARS leadership 	<ul style="list-style-type: none"> • Reliance on Govt funding (x3) • Loss of ED (x2), retirements of critical DARS staff, staff age and looming retirements • Economic and political environment (x2). • Funding (x2) • Lack of focus • Succession planning and leadership transition • Not sure who our competition is • Not making more of the Virginia population aware of what we do
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • Educational events in places outside Richmond • Resource Development program re-vamp • Better utilization of technology • Development • Outreach to members and donors • More strategic focus (e.g. yearly themes) • Medicaid Changes 	<ul style="list-style-type: none"> • More statewide (x2), both our presence and on the Board. • Small regional conferences with local partners • Camp (x2) • Board talent (x3) • Resources to professionals as a point of referral • Outreach to medical community, military and veteran community • Greater student involvement • Advocacy • Resources and education for PWBI and provider • Making the rest of the state more aware of BIAV's activities (Rotating locations would help here). • Developing membership program • Could use a bit more business background diversity on Board
<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> • Staffing levels • Too centrally located and focused/ • Limited visibility of cause and organization • Development • Balancing and managing responses to change • Staff burnout 	<ul style="list-style-type: none"> • Development activities/fundraising (x3) • Staffing (x2) • Communication with customers • Board member participation in agency events • Limited reach for statewide organization • No city or town chapters, no rotating board meeting locations • Apparent lack of focus; Need to pick through opportunities (advocacy? research? education?) and get clear about what we want to achieve in 3, 5 and 10 years • Lack of visibility and recognition of the good work we do, and that we're here. Was in health care, son's injury was 13 years ago, and it took me this long to get BIAV

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • Quality of staff • Expertise • Passion • Stronger Board 	<ul style="list-style-type: none"> • Passion for helping people with brain injury (x4) • Camp is amazing (x2) • ED and staff (x5) • Longevity of relationship with DARS • Funding available to support the mission; money not being spent unwisely • Advocacy (x4) • I&R line answered by a person. • Board leadership and ability (x3) • Survivor presence • Very good job of selecting Board members. • Thoughtful and considerate Board Members • Excellent Conferences and other educational activities (x4) • Reputation, wealth and depth of knowledge.
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2017 Political, Economic, Social, Technological Analysis Results:

Political: With the new administration wasting little time to sign Executive Orders and alter pre-existing policies, uncertainty in Washington relative to a new President without experience governing; and (2) fear of policy changes being made suddenly, without transparency, and without careful thought about potential unintended consequences are the most significant concerns. Support for human services programs, healthcare policy and rulemaking regarding Medicaid; the impact of the situation at the state level is unknown as well. All of these factors can exert a significant negative impact.

Economic: Giving USA data indicates that the single biggest predictor of philanthropy is the economy. Federal funding cuts, the President’s budget and tax reform efforts and the Congresses response to it are of tremendous concern to the organization and those we serve. Decreases in disposable income may result in decreased donations and memberships Costs of doing business continues to increase, as evidenced through higher rent payments, bank fees. Increased business costs in the wider economy may mean that companies are less likely to participate in corporate philanthropy. All of these factors can exert a significant negative impact.

Social: Everything affecting the provision of social services has profoundly changed. Hateful rhetoric has created a stress filled, anxiety laden environment, and traditional nonprofit goals of social advocacy and community building may not be compatible with the goal of competing successfully in the marketplace. Nonprofits are now forced to reexamine their reasons for existing in light of a market that has seen for-profit firms move actively into arenas once occupied almost exclusively by nonprofit providers, and the phenomenon of venture capital has made its way into the nonprofit arena, further adding to the complexity and confusion. These factors may have a negative impact, but the resulting demonstration of support of social justice and advocacy goals is on the rise and may prove beneficial to organizations serving those in peril.

Technological: We have invested in new forms of technology, including new computers and new programs, a new website, and staff training to support the upgrades. Methods of reaching donors, volunteers and supporters need to be expanded using social media; although growing numbers of nonprofits tap into social media sites, we are not maximizing Facebook’s fundraising functions. Lack of knowledge is the single greatest barrier to new technological advancement adoption, and we need more understanding of how to bridge social impact missions with technology innovation. Competition from other nonprofits to provide services, increased requirements from funders to provide outcome and other data reporting, and dwindling resources mean not enough funds, time, and staff to fully support tech advancements and utilization. All of these factors can exert a significant negative impact.