



ACCELERATING IMPACT

STRATEGIC PLAN 2020-2025

**Research
Advocacy
Information
& Support**

EXECUTIVE SUMMARY

Arthritis affects more Canadians than any other chronic health condition. As many as 6 million Canadians live with arthritis (that's 1 in 5 adults, plus 3 of every 1,000 children) and that number is expected to increase to 9 million by 2040.

You or someone you love lives with pain, fatigue and other symptoms of arthritis – and those symptoms can erode all aspects of life. Forty per cent of people with arthritis indicate that pain limits their activities, makes it harder to work, play sports, build relationships, pursue passions and even keep up with the simple daily routines of life. It gets worse: without timely access to treatment, arthritis can cause permanent joint damage and loss of function, further compromising quality of life. And there is no cure at present, which means that for most people, there is no escaping the impacts of the disease.

The damage is real. The impact is vast. The challenges are serious. And half-measures are not enough. Tackling arthritis requires dedication and a coordinated, strategic effort.

Fueled by donors and volunteers, the Arthritis Society is Canada's preeminent national health charity working towards a world where people are free from the devastating effects that arthritis has on lives.

Accelerating Impact, the Arthritis Society's 2020-2025 Strategic Plan, will guide our efforts to effect change by enhancing our reach, relevance and return. We will accelerate our impact along our three mission pillars:

1. **Research** to have positive impact on health outcomes
2. **Advocacy** to ensure people receive timely and effective care
3. **Information and Support** solutions to ensure people are knowledgeable and empowered

VISION

To live in a world where people are free from the devastating effects that arthritis has on lives.

PURPOSE

To embrace and empower the resilient spirit of people who live with arthritis, as we tirelessly pursue a future without it.

VALUES

- ▼ integrity
- ▼ passionate commitment
- ▼ spirited teamwork
- ▼ bold innovation
- ▼ courageous leadership

The Arthritis Society will:

- ▼ shift our investments to an equal focus on caring for people with arthritis and looking toward a future with new treatments and cures,
- ▼ advocate for the most critical issues affecting people with arthritis, and take a consumer-centric approach to deliver engaging information and support,
- ▼ ensure that arthritis registers as a top health concern, and
- ▼ increase our revenues and mission investments significantly, with a focus on expanding our advocacy and growing our research investments by 50 per cent.

Accelerating Impact is an ambitious, multidisciplinary effort. And it must be, in order to achieve meaningful change that addresses the increasingly urgent needs of Canadians living with or at risk from arthritis in communities across the country.

We must move ever closer to our vision of a world where people are free from the devastating effects of arthritis.

The following pages present a summary of *Accelerating Impact*. For a more detailed version of the Strategic Plan, please contact info@arthritis.ca.



**“Arthritis
won’t stop
me from
living life.”**

~ Marilyn Walsh

RESEARCH

We will spark new ideas and careers in arthritis research.

By 2025, the Arthritis Society will:

INVEST
\$30
million in
research

FUND
60
new innovative
research projects

LAUNCH
150
new research
careers in
arthritis

Our innovative research efforts will focus on:

- ▼ Pain
- ▼ Osteoarthritis
- ▼ Inflammatory arthritis
- ▼ Childhood arthritis
- ▼ Work
- ▼ Supporting a pipeline of strong researchers

**“Research
presents
me with
hope for
the future.”**

~ David West



ADVOCACY AND PUBLIC POLICY

We will be a critical patient voice on health issues.

By 2025, the Arthritis Society will:

INSPIRE

25,000

actions by
Canadians
to improve
arthritis care

ENGAGE

policy
makers on
300
occasions on
behalf of people
affected by
arthritis

INCREASE

awareness
so that
arthritis is a
TOP 10
health
concern

Our advocacy and public policy efforts will focus on:

- ▼ Enhancing fair and affordable access to care through:
 - A national pharmacare program
 - Expanding access to specialized care from allied health professionals
 - Pain control; e.g. effective pain management strategies
- ▼ Ensuring timely access to care
- ▼ Encouraging robust investment and collaboration in innovative research

**“My arthritis
has not
stopped
me, and
it will not
stop me.”**

~Jennifer Ingimundson



INFORMATION AND SUPPORT

We will engage Canadians to reduce the impact of arthritis.

By 2025, the Arthritis Society will:

DELIVER

trusted information to
3 MILLION
Canadians

BUILD

and support
online
communities
for
25,000
Canadians

HELP

3,000
children and
families thrive
with arthritis

Our information and support efforts will focus on:

- ▼ Maximizing the reach, relevance and impact of our disease and lifestyle management information by:
 - Focusing on online and digital delivery
 - Launching a large-scale symposia series
 - Evolving our Information Line into a nationwide program
- ▼ Delivering supports for children and families
- ▼ Continued targeted delivery of allied health services

**“Arthritis
won’t
stop me.
Not from
fulfilling my
personal
goals and
doing what I
love to do.”**

~ Martha Besse



Accelerating Impact (2020-25)



Vision: To live in a world where people are free from the devastating effects that arthritis has on lives

Reach 3M

Significantly increase the number of Canadians we touch by sharing information and inspiring actions



- ▼ Deliver valued information to **3M** Canadians each year
- ▼ Inspire **25K** actions by Canadians

Relevance Top 10

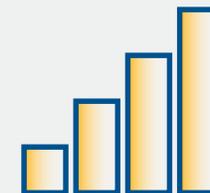
Boost our relevance as the voice of patients living with arthritis



- ▼ Engage **300** policymakers and opinion leaders
- ▼ Ensure that arthritis registers as a top health cause

Return +\$10M

Measurably increase our revenues and the mission investments we make



- ▼ Increase annual revenues by **\$10M** by 2025
- ▼ Invest **\$30M** in research by 2025, increasing our annual investment by **50%**

2020-25 Strategic Plan



REVENUE

We will drive incremental growth with a focus on four revenue streams

High end giving



Direct response



Community events



Corporate partnerships



MISSION

Research

We will spark new ideas and careers in arthritis research



Advocacy

We will be a critical patient voice on health issues



Information & Support

We will engage Canadians to reduce the impact of arthritis



AWARENESS: Ensure that arthritis registers as a top health concern

ENABLERS

People
(staff & volunteers)



Marketing & Communications



Technology & Data



Finance



VALUES

Integrity

Passionate Commitment

Spirited Teamwork

Bold Innovation

Courageous Leadership



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2019

