

**IPAC Canada**  
**Strategic Plan for 2016-2018**  
**REVISED NOVEMBER 7, 2015**

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Infection Prevention and Control Canada (IPAC Canada) has completed a strategic planning process to develop a new association strategic plan for the period 2016-2018. The new plan was developed with the involvement of Board members, Chapter Presidents and staff with input from the IPAC Canada membership and external stakeholders. Planning steps carried out included the following:

- The Board established project terms of reference and selected an external consultant to facilitate the process. The work plan was finalized in August 2014.
- The consultant reviewed relevant documents and conducted 24 telephone interviews with representatives drawn from selected stakeholder groups including committees, interest groups, industry sponsors, government officials and related associations. Questions focused on views of the association, perceptions about significant external factors, feedback on programs and services and views on priorities and future directions for IPAC Canada.
- An on-line survey was distributed to all IPAC Canada members in February 2015. Questions addressed members' high level views of IPAC Canada and its priorities as well as their responses to specific association products, services and activities. 137 responses were received by the February 28 deadline, representing a cross-section of practice areas, disciplines and locations.
- On June 13 and 14 a two-day strategy development session with the Board, Chapter Presidents, Committee Chairs and other leaders was held as a pre-conference event at the National Conference in Victoria B.C. Session participants reviewed and expanded the environmental scan information, refined the mission, vision and values statements and developed draft strategic goals and implementation strategies. A draft plan was circulated to the planning Board and revised based on input received.
- The final strategic plan was approved by the Board of Directors on June 16 and presented to the membership at the Annual General Meeting on June 17, 2015.

IPAC Canada's new strategic plan will be used to guide association growth and development over the coming challenging and exciting years.

Attached:   The Environmental Context  
              Mission, Vision and Values  
              Goals and Objectives  
              Partnership Linkages  
              Implementation template

APPROVED BY THE BOARD OF DIRECTORS ON June 16, 2015

REVISION APPROVED BY THE BOARD OF DIRECTORS ON November 7, 2015

## THE ENVIRONMENTAL CONTEXT

The following “SWOT” analysis (strengths, weaknesses, opportunities and threats was assembled from the environmental scan information and stakeholder feedback.

<b>Strengths</b>	<ul style="list-style-type: none"> <li>Experience, variety, diversity of membership</li> <li>National focus</li> <li>Positive reputation</li> <li>Responsiveness to member needs</li> <li>Collaborative culture and networking</li> <li>Accessibility and quality of resources and tools</li> <li>Passionate volunteer base</li> <li>Capacity for mentorship</li> <li>Engaged industry, governmental and association partners</li> <li>Local chapters</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>Aging member demographic</li> <li>Lack of infrastructure and reliance on volunteers</li> <li>Reaction times</li> <li>Low visibility</li> <li>Limited influence</li> <li>Cost of resources and member participation in events</li> <li>Association resources stretched thin</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>Partnering with other organizations</li> <li>Increasing global awareness of issues</li> <li>Expanded advocacy</li> <li>Embracing new technologies</li> <li>Engaging chapters in planning</li> <li>Mentorship to engage new health care and support workers</li> <li>Leveraging relationships with industry</li> <li>Capacity building</li> <li>Adopting an international focus</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>Loss of experienced members</li> <li>Lack of employer support/awareness</li> <li>Other entities entering IPAC Canada space</li> <li>Decreasing member engagement</li> <li>Health care restructuring/regionalization</li> <li>Inconsistencies across federal, provincial, territorial jurisdictions</li> <li>Public perceptions/demands vs. science</li> </ul>

Any strategic initiatives undertaken by IPAC Canada will need to build on strengths, rectify weaknesses, capitalize on opportunities and address threats.

## MISSION, VISION AND VALUES

### Vision

A vision statement is a description of the preferred future state of an organization and its stakeholders. The vision of IPAC Canada is:

**IPAC Canada – a national and international infection prevention and control leader**

### Mission

A mission statement should describe the purpose and mandate of the organization. IPAC Canada's mission statement appears below:

**IPAC Canada is a multidisciplinary member based association committed to public wellness and safety by advocating for best practices in infection prevention and control in all settings**

### Values

Organizational values are formal statements of beliefs that guide an organization in its relationships with stakeholders as it discharges its mission in pursuit of its vision. IPAC Canada ascribes to the following values:

**Integrity** – Principled, ethical and respectful in all our activities

**Collaboration** – Open and inclusive in dealing with our partners and stakeholders

**Advocacy** – Advancement of evidence informed practices to protect our consumers

**Innovation** – Creative and responsive in meeting the membership's needs

**Leadership** – Effective and accountable in proactively pursuing our mission

## STRATEGIC GOALS

### Raise our Leadership Profile

- 1.1 Increase public, government and organizational awareness of IPAC Canada
- 1.2 Improve the level and speed of responsiveness to issues
- 1.3 Increase political advocacy and influence
- 1.4 Establish an international presence

### Recalibrate our Product Mix

- 2.1 Offer informed commentary on standards and guidelines across federal, provincial and territorial jurisdictions
- 2.2 Accelerate dissemination and distribution of audit tools
- 2.3 Enhance education emphasis to reflect fundamental infection and control principles
- 2.4 Continue to develop the CJIC as an indexed peer review journal

### Grow our Capacity

- 3.1 Promote the value of IPAC Canada memberships to key target audiences
- 3.2 Make innovative use of technology to engage and educate
- 3.3 Expand mentorship
- 3.4 Build and leverage relationships with industry
- 3.5 Seek additional sources of funding

### Partner Linkages

Successful implementation of the strategic goals will necessitate working in close collaboration with IPAC Canada's partners. Potential partner linkages to the various goals are depicted below:

	Leadership				Product Mix				Capacity				
	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	3.1	3.2	3.3	3.4	3.5
Accred. Canada	x			x		x							
AMMI	x		x		x								
APIC				x	x			x					
CBIC				x				x	x				
CHES	x		x										
CNA	x		x		x		x						
CSA	x		x		x	x							
CPSI	x		x										
IFIC				x									
ORNAC	x		x										
PHAC	x		x	x	x		x		x	x			
Provincial infection control entities	x		x		x		x						

## IMPLEMENTATION TEMPLATE

### Leadership Goals

#### 1.1 Increase public, government and organizational awareness of IPAC Canada

#	Suggested Strategies	Potential Leads	2016	2017	2018
1.1.1	Assess current state of awareness and develop a communication strategy	Consultant	x		
1.1.2	Invite a public representative to sit on Board	Board	x	→	→
1.1.3	Seek representation on decision making and policy tables	Board in consultation with Network of Networks		x	→
<u>Year One Deliverables:</u> Awareness data; communication strategy; public representative on Board					

#### 1.2 Improve the level and speed of responsiveness to issues

#	Suggested Strategies	Potential Leads	2016	2017	2018
1.2.1	Develop a generic response template	Consultant	x	x	
1.2.2	Identify infrastructure and identify a rapid/real time responses system	Staff and Consultant	x	x	→
<u>Year One Deliverables:</u> Draft outbreak plan template					

#### 1.3 Increase political advocacy and influence

#	Suggested Strategies	Potential Leads	2016	2017	2018
1.3.1	Increase engagement at the federal, provincial and territorial level	Board	x	→	→
1.3.2	Communicate and collaborate with traditional partners	Board Chapter Presidents	x	→	→
1.3.3	Strengthen interface with non-traditional partners	Board	→	→	→
1.3.4	Improve advocacy skills set within IPAC	Consultant Education Core Committee Scientific Planning Committee	→	→	→
<u>Year One Deliverables:</u> IPAC Canada representatives on federal, provincial and territorial groups; partnerships identified; designated spokesperson					

#### 1.4 Establish an international presence

#	Suggested Strategies	Potential Leads	2016	2017	2018
1.4.1	Encourage membership to participate in initiatives such as Twin City.	Chapters Board	x	x	x
1.4.2	Develop guidelines to support membership to achieve the above.	Board	x		
1.4.3	Leverage association with international organizations	Board	x	→	→
1.4.4	Continue to promote international call outs and opportunities for members	Staff	→	→	→
<u>Year One Deliverables:</u> Twin City identified; additional international opportunities identified					

Progress on leadership goals will be measured by: Media requests; consultation requests; public/stakeholder awareness of IPAC Canada; partnerships and alliances. Additional metrics will be established by the Board.

### Product Mix Goals

2.1 Offer informed commentary on standards and guidelines across federal, provincial and territorial jurisdictions

#	Suggested Strategies	Potential Leads	2016	2017	2018
2.1.1	Revitalize the Website	Web Communication Master Staff	→	→	x
2.1.2	Review, develop and disseminate commentary through membership engagement	Standards and Guidelines Engagement through Chapter Presidents		x	→
<u>Year One Deliverable:</u> New website under construction; commentary established					

2.2 Accelerate development and dissemination of audit tools

#	Suggested Strategies	Potential Leads	2016	2017	2018
2.2.1	Review information/approval process and formalize Terms of Reference of the Audit Tool Kit Committee	Programs and Projects Committee	x		
2.2.2	Utilize survey results to inform audit tool kit development	Audit Tool Kit Committee	→	→	→
2.2.3	Develop an App for the audit tool kits	Audit Tool Vendor-App Development Company Audit Tool Kit Committee	x	x	→
<u>Year One Deliverables:</u> App development company identified; prototype tested; new audit tools; reviewed Terms of Reference					

### 2.3 Enhance education emphasis to reflect fundamental infection and control principles

#	Suggested Strategies	Potential Leads	2016	2017	2018
2.3.1	Identify broad high-level principles related to identified education needs	Education Core Committee	x		
2.3.2	Identify and strengthen delivery of education with partner communications-delivery partners	Education Core Committee		X	→
<u>Year One Deliverable:</u> High level principles document					

### 2.4 Continue to develop the CJIC as a worthy and cited peer review journal

#	Suggested Strategies	Potential Leads	2016	2017	2018
2.4.1	Dedicate CJIC to scientific information and field material, migrating non-scientific components to other communication venues	Editor and Editorial Board	→	→	→
2.4.2	Promote CJIC as a peer-reviewed citable journal	Editor and Editorial Board	→	→	→
2.4.3	Establish on-line searchable index	Editor and Editorial Board Webmaster		x	→
<u>Year One Deliverable:</u> Journal editions with increased scientific content					

Progress on product mix goals will be measured by: Product sales; downloads; CJIC articles published; satisfaction levels; website traffic, journal circulation. Additional metrics will be established by the Board.

### Grow our Capacity

#### 3.1 Promote the value of IPAC Canada memberships to key target audiences

#	Suggested Strategies	Potential Leads	2016	2017	2018
3.1.1	Develop messages for specific target groups	Membership Core Committee	x		
3.1.2	Enhance the current new member promotion package with personal stories	Staff with Chapter engagement	x	x	→
3.1.3	Profile successful chapters and develop a repository of successful practices	Webmaster Social Media Manager Chapter Council	x	→	→
<u>Year One Deliverables:</u> Messages identified; promotion package with personal stories; successful practices repository. Specific Interest Groups utilized depending on targeted audience.					

## 3.2 Make innovative use of technology to engage and educate

#	Suggested Strategies	Potential Leads	2016	2017	2018
3.2.1	Seek opportunities to integrate technology into product mix	Programs and Projects Board	→	→	→
3.2.2	Enhance the social media strategy	Consultant Social Media Manager	x	→	→
3.2.3	Enhance website to be more interactive and user-friendly.	Web Communications Manager		x	
<b>Year One Deliverables:</b> Website technology under reconstruction with view of increasing utilization by members and the public.					

## 3.3 Develop formal mentorship program

#	Suggested Strategies	Potential Leads	2016	2017	2018
3.3.1	Develop mentor programs for chapter executives, new members, individuals with new roles	Membership Core Committee	x	x	
3.3.2	Launch and maintain a formal mentorship program	Membership Core Committee		x	→
3.3.3	Develop a Chapter Council	Board Chapters Staff	x	→	→
<b>Year One Deliverables:</b> Chapter Council established continue development of mentor programs					

## 3.4 Strengthen professional relationship between IPAC Canada and industry

#	Suggested Strategies	Potential Leads	2016	2017	2018
3.4.1	Assist in education of industry re IPAC principles and practices based on scientific evidence	Corporate Relations	x		
3.4.2	Increase industry sponsorships	Board Corporate Relations Committee	X	X	X
<b>Year One Deliverable:</b> New partnerships; better industry engagement					

## 3.5 Seek additional sources of funding

#	Suggested Strategies	Potential Leads	2016	2017	2018
3.5.1	Establish a formal fundraising program	Board Consultant	x	→	→
3.5.2	Identify and apply for relevant grants	Board	x	→	→



	Consultant			
Year One Deliverables: New sponsorships; potential grant sources identified; budget to hire fundraiser				

Progress on capacity goals will be measured by: Funding levels; membership; meeting attendance; sponsorship; chapter collaborations; industry participation. Additional metrics will be established by the Board.

Dr. David Sheridan, Principal  
 SHERCON ASSOCIATES INC.  
[www.shercon.ca](http://www.shercon.ca)

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