

American Diabetes Association 2008-2011 Strategic Plan

The 2008–2011 year plan contains strategies and targets that will help the ADA advance toward the outcomes needed to reach our mission. These outcomes will begin to transform the lives of all people with diabetes, their families and caregivers by working to find cures, improving access to health care, increasing information/education and protecting individuals' rights. Our advocacy efforts will be integrated to accomplish these outcomes.

Strategic Goals

All targets listed are for CY 2011. The following includes three strategic goals that will be accomplished after reaching the outcomes stated in this plan:

1. The vast majority of those with or at risk for diabetes will understand the seriousness and complications associated with this disease because of educational and prevention programs that are easily accessible to them
2. ADA-led collaborations and strategic alliances among nonprofit, commercial and governmental organizations will create changes in health care delivery that enable people with diabetes to access the most effective treatments and care beginning at the time of diagnosis
3. ADA-led collaborations and strategic alliances among nonprofit, commercial

and governmental organizations will increase funding for the full spectrum of diabetes research—basic, translational, clinical, outcomes and population based—with the aim of increasing knowledge applicable to improved treatments toward a cure and prevention strategies for diabetes and its complications

Key Priorities

The following highlights what our organization must accomplish in order to advance the mission of the ADA. These priorities will transform our programs, our revenue generation and the culture of our organization. We must develop and manage toward clear deliverables for each program.

1. The Association's impact on people affected by diabetes will increase by devoting resources to target programs and initiatives that will:
 - Accelerate the development and translation of new methods to reach cures and/or new therapies
 - Remove barriers that prevent access to quality health care and eliminate discrimination in the work place, schools and other entities
 - Enhance public awareness of the seriousness of diabetes and the value of early detection and aggressive treatment

- Establish and promote partnerships with organizations that have an interest in diabetes
- Maintain leadership in the creation and dissemination of diabetes-related information

2. The organization will significantly increase its annual net revenue by adding new strategies to revenue generation.

- Diversify the ADA's revenue sources by making donor development an organization-wide priority
- Continue to grow market-based special events and develop product and market extensions
- Focus on return on investment as a key criterion for revenue generating activities
- Net assets will be greater than 25%, but will not exceed 40%

3. In order to achieve the above changes, the ADA will transform its culture and become a world-class volunteer and staff organization. We will:

- Develop superior capabilities in staff and volunteers through emphasis on selection, retention, training, development, education and recognition
- Increase the effectiveness of all staff and volunteers through better application of technology
- Strive to have volunteers and staff who are reflective of the people we serve
- Focus on achieving excellence in everything we do and hold staff and volunteers accountable for their responsibilities

RESEARCH FUNDING

Outcomes

- Strive to achieve that National Institutes of Health (NIH) and Centers for Disease Control (CDC) funding is increased to a level proportionate to the economic impact of diabetes on the health care system
- Increase the pool of diabetes researchers
- Establish ADA as the key driver and authoritative voice for all diabetes research
- Advance the prevention, diagnosis and treatment of diabetes and its complications
- Accelerate the translation of diabetes research from bench to bedside to community

Strategies

- Identify and advocate for the federal appropriation of targeted dollars to diabetes research and public health translation
- Advocate for increased funding to federal agencies that have an interest in improving health care related to diabetes
- Increase grant awards to young scientists as well as established investigators who are struggling with grant renewals in this time of financial crisis at the NIH
- Increase the proportion of grants awarded to research that translates basic and clinical research into practice
- Facilitate rapid and effective sharing of research information to accelerate synergies among researchers

- Establish a business plan for ADA’s research programs
- Continuously review the percentage of ADA expenses allocated to ADA’s research programs
- Advocate for unrestricted research that explores all avenues that may achieve the prevention, treatment and cure of diabetes

Targets

- Fund translational/clinical grants in equal proportion to basic grants
- Increase the percentage of overall grants funded by the ADA, assuring that percent funded is higher than percent funded by NIH
- Improve website to assure the timely sharing of new knowledge and information that can enhance communication between and among scientists and health care professionals

DIABETES AWARENESS & ADVOCACY

Outcomes

- America has a greater understanding of the seriousness and risk of diabetes and a greater appreciation of the impact and value of proper nutrition and weight management
- Those with diabetes have access to all the information they need and/or want to manage their diabetes
- ADA is viewed as a constituent-centric organization
- Those with diabetes will know how to manage their diabetes and live well with the disease

Strategies

- Utilize appropriate resources to improve the impact of our state, federal and legal advocacy efforts
- Create messaging that communicates the seriousness and risk of diabetes and the need for appropriate screening
- Use the ADA website and call center as the key vehicles to provide consistent, accurate, relevant, accessible and timely information; distribute educational material through the ADA website
- Advocate for legislation that enhances proper blood glucose control and nutrition and weight management, particularly in high-risk populations
- Provide new tools and resources that focus on the importance of proper blood glucose, blood pressure and cholesterol control
- Engage ADA-funded investigators to aid in the advancement of ADA’s mission in local communities
- Provide new tools and resources that focus on nutrition and weight management
- Communicate advocacy successes and activities at Association events to attract new volunteers
- Educate, negotiate, litigate and legislate to eliminate discrimination for people with diabetes

Targets

- For people with diabetes, achieve 80% awareness about proper management of diabetes and cardiovascular health
- Reduce percentage of people who

have diabetes and don't know it from 35% to 25%

- Raise general population's awareness of their own blood glucose level from < 20% awareness to 50% awareness by increasing the number of those who have their blood glucose levels measured on a regular basis
- Increase web and call center activity by 33%
- Create and distribute six new tools and written information on nutrition/weight
- Have 30% of funded investigators engaged in ADA activities in local markets

diabetes management and the value of referring patients to the ADA

- Develop multiple delivery vehicles for ADA's standards and guidelines
- Reach under-served communities with educational materials
- Facilitate communication of new knowledge and proper clinical management through the annual Scientific Sessions and other professional education events
- Promote strategies to improve health care for diabetes by using alternative forms and sites of care delivery
- Engage primary care providers to be more actively involved in diabetes treatment and management
- Advocate for all patients to have access to affordable and adequate health care
- Publish quality publications to serve the information needs of people with diabetes as well as the professionals who serve them
- Create educational alliances with pharmacies and pharmacists that address quality diabetes management and the value of referring patients to the ADA

SUPPORT PEOPLE WITH DIABETES & HEALTH CARE PROVIDERS

Outcomes

- Enhance our position as the authoritative source of information on the elements of quality diabetes management
- Provide the primary care community with the information they need for the medical management of diabetes
- Be recognized by the public as America's partner for life in all ways related to the impact and treatment of diabetes
- Be recognized as the first contact for information following the diagnosis of diabetes

Strategies

- Disseminate information to health care providers that addresses quality

Targets

- Conduct professional education activities to reach 75,000 health care professionals
- Distribute ADA "newly diagnosed kits" through health care providers to 25% of newly diagnosed people with type 1 and type 2 diabetes
- Increase annual attendance at Diabetes EXPO from 2.5% to 7% share of diabetes market

- Develop and/or disseminate at least two new and proven models of alternative forms of diabetes care delivery
- Increase reach into high-risk communities from 1 to 2 million
- Increase annual calls to call center to 400,000
- Increase from 55% to 67% the number of people with diabetes who have an A1C < 7.0%
- 75% of people with diabetes will receive annual foot and eye exams

CREATE A HEALTHY ENVIRONMENT

Outcomes

- Develop and disseminate recommendations and tools that are practical ways to reduce the conversion rate from pre-diabetes to diabetes
- Improve the environmental conditions to help prevent the nationwide burden of obesity
- Advocate for legislation that addresses better nutrition and physical activity in schools and in community settings
- Advocate for policy changes that keep kids with diabetes safe at schools

Strategies

- Increase awareness and education to overweight/obese population and those with pre-diabetes about risks and seriousness of excess weight
- Work with schools to incorporate better nutrition into school lunch programs, and physical education and

- physical activity into the curriculum
- Identify and promote legislation that facilitates improvement in nutrition and physical activity in schools and communities
- Investigate the development of a “certified” school program to advance nutrition and exercise in schools across America
- Roll out the Safe at School program
- Collaborate with the American Heart Association and the American Cancer Society through the Preventive Health Partnership program
- Work closely with Shaping America’s Health to communicate appropriate messages about nutrition and weight management

Targets

- Raise general population’s awareness of their own Body Mass Index (BMI) or overweight/obesity status
- Increase the proportion of adults with diabetes whose condition has been diagnosed to 75%
- Increase by 25% the proportion of people who exercise at least 30 minutes, at least five days-a-week
- Implement at least two major initiatives that have goals related toward improving the general health and wellness of communities
- Actively advocate, through sponsorship or collaboration, federal and state legislation directed toward better nutrition

REVENUE GENERATION

Outcomes

- Increase total revenue to \$300 million, which represents a compound annual growth rate of 7.2%
- Diversify ADA's revenue sources by making donor development an organization-wide priority
- Foster superior innovation in decision-making, management systems, education and communication that stimulate high performance
- Create a profitable flagship special event that helps increase awareness of the ADA and its messaging

Strategies

- Improve resource generation productivity and efficiencies through low-cost, high-return fund-raising initiatives; eliminate campaigns with a low ROI; and enhance campaign productivity through expanded utilization of volunteers
- Maximize net revenue from existing campaigns through execution and implementation of best practices, product extensions, market extensions and target audience expansion
- Establish and implement a systematic process, a core review team, and an investment strategy to encourage and facilitate the development, testing, evaluation and launching of all new campaign ideas and business opportunities
- Extend and maximize the lifetime value of donors, campaign participants, people with diabetes and corporate

- partners through consistent nurturing, recognition and stewardship
- Build and enhance the ADA's brand
- Utilize technology systems to: improve critical information gathering and information management for resource generation activities; enhance cultivation, recognition and stewardship of donors and participants; and maximize marketing and fund raising

Targets

- Maximize and sustain substantial campaign growth in signature campaigns and strategic growth campaigns and direct-response campaigns to achieve revenue of \$150* million, which reflects an annual compound growth rate of 11.5%
- Maximize individual giving revenue by establishing donor development as an organizational priority to achieve revenue of \$16 million, which reflects an annual compound growth rate of 18.5%
- Maximize corporate, pharmaceutical and foundation contributions to achieve revenue of \$42 million, which reflects an annual compound growth rate of 9.1%

*Includes special events, direct marketing, memorials and Gift of Hope



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