

**The Voice of Brain Injury: *Help, Hope & Healing***

# Strategic Plan 2012

# Our Purpose

BIAV exists to be the primary source of information and personal support for thousands of individuals, families and professionals living in Virginia whose lives have been touched by a life-altering, often, devastating injury.

Our strategic focus is to provide brain injury education, outreach, support, public awareness and advocacy.

# Our Vision

We envision a world where all preventable brain injuries are prevented, all unpreventable brain injuries are recognized and properly treated, and all individuals who have experienced brain injury live their best possible life.

We will turn this vision into reality by being the ‘go-to’, single-issue, statewide source for brain injury education, outreach, support, public awareness and advocacy.

# Our Guiding Principles

Compassionate assistance that respects the dignity of those we serve

Proactive leadership that advances progressive and innovative public policy

Active collaboration and cooperation with the brain injury community

Integrity and trust in our operations and relationships

# Our Core Values

*Principle Imperative:* In all our relationships and dealings, we will never allow our personal honesty and professional integrity to be compromised.

*Clients:* As our primary reason for being stems from our service to those who have been affected by brain injury, we strive to add to their quality of life.

*Partners and Employees:* As it is every person's right to have both a job and a life, we believe that no success at work is worth a failure at home.

*Funders and Donors:* We recognize that our ability to operate day-to-day and our long-term continuity comes from the individuals and organizations willing to support us, whether in the form of money, expertise, time, or energy.

*Colleagues:* As the objective of our relationships with all our colleagues is to establish an effective and lasting mechanism for providing service to clients, we recognize that these relationships must be mutually beneficial.

# Our Advantage

Our key advantage lies in the combination of information and staff:

- (a) The amount of relevant information on brain injury and related issues/resources, and
- (b) the number of staff who are trained in brain injury issues and able to articulate those issues in a variety of ways to a variety of audiences.

# Our Unique 'Selling' Proposition

BIAV is the only 'single issue' statewide nonprofit exclusively dedicated to serving:

Individuals with brain injury

Family caregivers

Brain injury service providers across the continuum of care

State agency staff

Elected and appointed policymakers

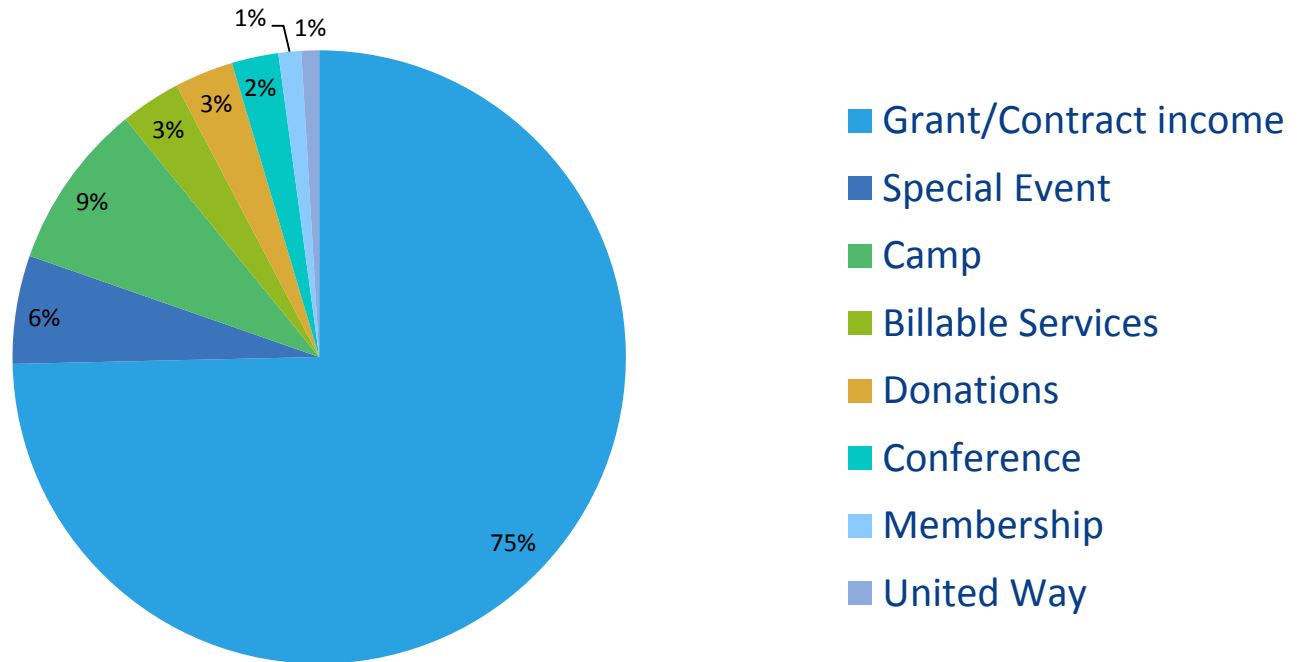
# Our Value to Our Supporters

We create value for those who invest financial and strategic support in BIAV by building the resources and the expertise to provide critical safety net supports that offer:

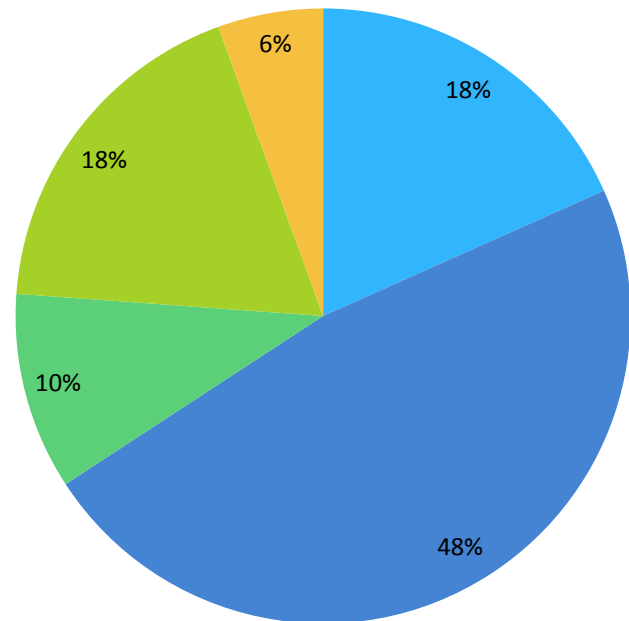
- (a) **Help** through information regarding provider options, outreach and public service messaging that improve community awareness and prevention efforts,
- (b) **Hope** through education that improves awareness and interventions, and
- (c) **Healing** through advocacy that improves public policy and access to care.



# BIAV Income



# BIAV Expenses



- Education
- Outreach/Family Support
- Public Awareness/Prevention
- Advocacy
- Admin & Fundraising

# Five Internal Strengths

- Executive Director recognized as industry and advocacy leader
- Staff expertise, reputation, impartiality and knowledge
- Regional presence
- Current financial condition
- Proven success working with state agencies, service providers and related professionals

## Five Internal Weaknesses

- BIAV organizational structure, management structure and operational style are not as functional and sustainable as they should be
- Lack of resources to satisfy growing need
- Too dependent on state funding and too little "unrestricted" funding
- Not enough 'hard' data on outcomes
- Limited visibility and public awareness

# Five External Opportunities

- Advocacy and lobbying
- Increased media attention and public awareness due to high-profile injuries and returning veterans
- Expanded access to insurance and medical care through brain injury waiver programs, Department of Justice settlement with Virginia and the Affordable Care Act
- New program development opportunities
- BIAV website resources and the better use of technology such as social media

## Five External Threats

- Increased competition for funding coupled with funding reductions from government, corporations and the public
- Potential for loss of opportunities and funding as a result of not spending time, energy and money on raising awareness
- Inflated service provision costs
- Risk of direct competition at state and national levels
- Indirect competition from other brain injury service providers with competing interests and agendas

# Five 'New Things' Expected Of BIAV

- Cover the whole Commonwealth of Virginia
- Funding for research and programs
- Provision of more accurate 'hard' data
- Expanded products and services offerings
- Greater organizational and injury awareness

# Five Strategic Questions

The Key Question: *Considering the challenges it faces in its operating environment, can BIAV continue to deliver on its promise to those with brain injury, families, the community and funders?*

**Purpose:** What are the primary functions of BIAV? Is it an advocacy organization, a service provider, or both? What should BIAV do to address the growing need for brain injury resources, mainly ‘triggered’ by increased need and awareness?

**Presence:** How does BIAV ensure that it does, in fact, serve the whole Commonwealth of Virginia? Will BIAV be able to increase its visibility and public awareness, relative to education and outreach; advocacy, legislation and public policy; and attracting and retaining supporters (specifically members and funders) in the community?



# Five Strategic Questions

**Relationships:** Will BIAV be able to attract and retain the required number of appropriately qualified and experienced staff to ensure continuity and ultimately leadership succession? Can BIAV maximize staff interactions with external strategic partners, and use those interactions to augment future staff recruitment and retention? Can BIAV find common ground with external stakeholders and strategic partners to develop and enhance mutually beneficial outcomes?

**Performance:** Is BIAV's organizational structure and operational style still appropriate to facilitate effective execution of the required strategic action plans? What should and can BIAV do to improve the delivery of its existing services? Are all programs and services still relevant and effective? Should they be improved/enriched or cancelled/replaced?

**Funding:** Can BIAV count on receiving current levels of funding indefinitely? What must it do to secure the additional funding needed to deliver the increasing demand for services 'triggered' by the growing need and awareness?

# Focus Area 1: Purpose

**ISSUE:** Lack of clarity as to BIAV's relevance and the effectiveness of its key activities: education; outreach; public awareness; and advocacy.

**GOAL:** Re-examine, clarify and focus on BIAV's reasons for existence, and create and report outcomes that demonstrate our value.

- Objective 1: Evaluate, redesign or eliminate existing services and programs as appropriate
- Objective 2: Determine need for new services or programs
- Objective 3: Design and execute new services as indicated

## Focus Area 2: Presence

**ISSUE:** Low organizational visibility, inadequate public awareness and incomplete statewide physical presence

**GOAL:** Maximize use of traditional media and new social media outlets, expand physical presence, and increase organizational impact

- Objective 1: Develop coherent statewide marketing plan to optimize visibility with new and existing strategic partners
- Objective 2: Create communication plan to improve preparation, consistency and execution of media outreach
- Objective 3: Determine methods to create a greater physical presence across the Commonwealth of Virginia

## Focus Area 3: Relationships

**ISSUE:** Limitations on ability to develop and nurture ongoing mutually beneficial relationships, especially as required to effectively deliver key services

**GOAL:** Attract and retain appropriately qualified and experienced staff; active and dedicated volunteers; loyal and committed supporters; and aligned and engaged strategic partners

- Objective 1: Approve and implement modifications of personnel policies and practices as indicated
- Objective 2: Refine and expand volunteer program and appropriately acknowledge efforts
- Objective 3: Develop relationship building tools for and collaborative opportunities with strategic partners

## Focus Area 4: Performance

**ISSUE:** Service delivery and growth restricted by over-dependency on key leader, inadequate operational capacity and ineffective organizational structure

**GOAL:** Redesign operational and organizational structure, encourage individual empowerment, improve strategic effectiveness

- Objective 1: Clarify management transition policies and procedures
- Objective 2: Re-design organizational structure
- Objective 3: Enhance staff skill sets that improve data analysis, project execution and big picture thinking.

## Focus Area 5: Funding

**ISSUE:** Insufficient income streams resulting in an over-dependency on restricted funding

**GOAL:** Reduce dependency on grants and contracts by growing corporate and individual donations

- Objective 1: Grow unrestricted funding
- Objective 2: Maximize restricted funding that advances mission
- Objective 3: Enhance board comfort with and participation in fundraising
- Objective 4: Set budgeting goals to facilitate fundraising