

Société Alzheimer Society

DISTRICT DE TIMMINS - PORCUPINE
TIMMINS - PORCUPINE DISTRICT

Strategic Plan 2022-2027



Behavioural Supports Ontario
Soutien en cas de troubles du comportement en Ontario



Introduction

The Alzheimer Society Timmins-Porcupine District Inc. is a non-profit registered charity, governed by a volunteer board of directors. We are supported by individual and community donations, special events fundraising; we also receive funding from the Ministry of Health and Long Term Care through the Local Health Integrated Network. Our Society is one of 30 locations serving the communities in Ontario. We are affiliated with the Alzheimer Society of Ontario and the Alzheimer Society of Canada. We offer services to districts of Cochrane and Temiskaming and thereby offer services to the communities of Hearst, Kapuskasing, Smooth Rock Falls, Cochrane, Timmins, Iroquois Falls, Matheson, Kirkland Lake, Temiskaming Shores and many smaller communities along the Hwy 11 corridor.

In January of 2022 the society received approval to 'operate as' the Alzheimer Society of Cochrane-Temiskaming. This change more accurately reflects the geographic location of our programs.

In the fall of 2021, the society staff and Board met with ICA and our federation partners across the province to develop a strategic plan that reflected our work across the province. From these planning sessions we were able to develop our local plan to be implemented in our region with our priorities.

The full report is attached.

Mission Statement

'To alleviate the personal and social consequences of Alzheimer Disease and related dementia's and to promote research.'

Vision Statement

'A world without Alzheimer's disease and related dementias.'

Values

RESPECT: We will uphold respect for the dignity of *persons living with* Alzheimer's disease and other dementias.

INTEGRITY: We will demonstrate honesty, reliability, confidentiality and quality service with each client and interaction

COMPASSION: We will maintain empathy and understanding for *all persons living with Alzheimer's disease and related dementias*.

LEARNING: We will support and encourage learning and educational opportunities and continue to enhance and share our knowledge of Alzheimer's disease and related dementias.

PARTNERSHIP: We will promote collaboration within and outside of our agency to ensure we are meeting the needs of the *people we serve*.

ACCOUNTABILITY: We will be accountable to our clients, members, funding organizations and donors. Resources entrusted to us will be used to support our mandate.

SUPPORT: We will assist *persons living with* Alzheimer's disease and related dementias and all activity to this end will focus on the importance of person-centred care and education.

Strategic Directions 2022-2027

Enhanced Capacity for Client Centred Care

- coordinate and unify flexible local delivery of services
- expand client centred programs and services
- integrate voices of persons living with dementia into all local decision making
- invest in technology for service delivery and internal operations

Leverage and Increase Strategic Partnerships

- focus on provincial and local partnerships

Build Visibility

- Become the 'charity of choice' for career and volunteering
- Advocate for dementia friendly communities

Targeted Awareness

- provide education awareness to all stakeholders
- reinforce cohesive communication plans
- showcase bold narratives

Innovative Revenue Generation

- investigate innovative revenue generation ideas
- formalize joint practices
- diversify fund development

Direction #1

Enhanced Capacity for Client Centred Care

Key Actions/Steps	Responsibility	2022	2023	2024	2025	2026	2027
Coordinate and unify flexible local delivery - Accredited by 2025	Board/All Staff				*		
Expand Client centred services and programs - Local services integrated as province wide core services - Local program assessment and expansion as programs are standardized - Physical office location in Hearst, Cochrane, Iroquois Falls and Matheson - Expanded Adult Day and Transition Programming into Temiskaming with larger physical office; new base funded program	ED & Staff			*	*	*	*
Integrate voices of persons living with dementia into local decision making - Care partner advisory group &/or care partner on board	Board, ED & Staff		*				

Direction #2

Leverage strategic partnerships

Key Actions/Steps	Responsibility	2022	2023	2024	2025	2026	2027
<p>Focus on local partnerships</p> <ul style="list-style-type: none"> - Education program developed for Ontario Health Team partners to pass on to clients - Centralized access point in place for dementia related services 	<p>Board, ED & PEC</p>		<p>*</p>	<p>*</p>			

Direction #3

Working towards building visibility

Key Actions/Steps	Responsibility	2022	2023	2024	2025	2026	2027
<p>Reflect the diversity and inclusion of communities</p> <ul style="list-style-type: none"> - Target service and program expansion to underrepresented groups - Boards, senior management and staff appropriately reflect the diversity and inclusivity of communities served 	Board, ED & Staff		*		*		
<p>Become a charity of choice for career and volunteering</p> <ul style="list-style-type: none"> - Flexible work environment and team building options are in place - Partnership with colleges and universities established offering course selection and hosting of placement students - Happy staff, happy life and organization, indicators show this is THE place to work and volunteer 	ED		*	*		*	
<p>Advocate for dementia friendly communities</p> <ul style="list-style-type: none"> - Cancer care and others publicly acknowledge AS the go to organization for dementia 	Board/All Staff				*		

Targeted Awareness

Key Actions/Steps	Responsibility	2022	2023	2024	2025	2026	2027
<p>Target education awareness to all stakeholders</p> <ul style="list-style-type: none"> - Targeted list of key stakeholders in place for education program from needs analysis and community engagement - Alzheimer Society profile championed by Canadian celebrity 	Board/All Staff		*		*		
<p>Reinforce cohesive communication plans</p> <ul style="list-style-type: none"> - Each society has identified starting point to focus education plan - Enhanced programs roll out - Toolkit of resources enhanced 	ED & Staff		*	*	*		
<p>Showcase bold narratives</p> <ul style="list-style-type: none"> - Collaborative curriculum developed with PEC in ASiO with impact evaluation - Targeted media approach reaching multiple demographics - Government funding in place for targeted education program 	ED/PEC		*		*	*	

Innovative Revenue Generation

Key Actions/Steps	Responsibility	2022	2023	2024	2025	2026	2027
<p>Investigate innovative revenue generation ideas</p> <ul style="list-style-type: none"> - Central profile created of intergenerational transfer for family foundation - Base funding in place for all societies 	Board/All Staff			*	*		
<p>Formalize Joint practices</p> <ul style="list-style-type: none"> - Ontario Dementia strategy 2.0 delivered to MOH for base and direct funding - Standardized case for support written for funding priorities for all societies - Federal funding approach commissioned by all LS 	ED & Staff	*	*		*		

Legend for Acronyms

ASC-Alzheimer Society of Canada

ASO-Alzheimer Society of Ontario

ASiO-Alzheimer Societies in Ontario (local Societies)

ASTP-Alzheimer Society Timmins-Porcupine

ED-Executive Director

PEC-Public Education Coordinator

FL-First Link

BSO-Behaviour Supports Ontario

OH-Ontario Health

OHT- Ontario Health Team(s)

MOH- Ministry of Health

MOHLTC- Ministry of Health and Long-Term Care

FHT-Family Health Team

OTF-Ontario Trillium Federation

Société Alzheimer Society

Dementia is growing exponentially across Ontario. In order for persons with Alzheimer's disease or other dementias and their carers to live well and thrive in their communities, they need to be linked to a community of education, support and quality services. **Alzheimer Societies provide these services across Ontario!**

We are asking for increased program funding to offer equitable access to education and support services across Ontario. This will allow us to achieve our goals of promoting early diagnosis, facilitating respite, educating and connecting people to community services as soon as possible.

Société Alzheimer Society

Les maladies cognitives connaissent une croissance exponentielle en Ontario. Afin de permettre aux personnes atteintes de la maladie d'Alzheimer ou d'une autre maladie cognitive et aux aidants de bien vivre et de pouvoir s'épanouir dans leur collectivité, ils doivent avoir accès à des services d'éducation et de soutien de qualité. Les Sociétés Alzheimer offrent ces services dans tout l'Ontario.

En plus de vos dollars pour la recherche, nous sollicitons une augmentation du financement de nos programmes afin d'offrir un accès équitable à nos services d'éducation et de soutien partout en Ontario. Cela nous permettra d'atteindre nos objectifs qui consistent à promouvoir le diagnostic précoce, faciliter l'accès aux services de répit, sensibiliser le public et diriger les personnes touchées vers les services communautaires appropriés le plus tôt possible.

Strategic Framework **2022-2025**

March 2022

ICA
ASSOCIATES

facilitating a culture of participation

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High Level Executive Summary

The mission of the Alzheimer Society is to alleviate the personal and social consequences of dementia and to promote research. The vision is a world without Alzheimer's disease and other dementias.

Alzheimer Societies of Ontario engaged ICA Associates to help create a provincial framework, collaboratively with each of the 27 local societies, to produce a provincial strategic plan, that all Societies could align with.

The provincial framework or strategic plan was created to be a living document or tool that Societies could refer to annually to select the areas of focus for their region, while ensuring the collective Societies are moving in the same direction.

The project was governed by a Steering Committee, made up of local Societies leadership and ASO board members.

This document outlines the process used to create the resulting provincial framework, and the provincial framework itself. Each local Society is receiving its own individual report, along with this strategic plan documents.

The Society would like to thank the Steering Committee, Staff, Board Members and Volunteers who contributed to this timely and important work. The framework will be used to implement the provincial and local Society goals in the coming years.

Introduction

The mission of the Alzheimer Society is to alleviate the personal and social consequences of dementia and to promote research. The vision is a world without Alzheimer's disease and other dementias.

The Alzheimer Societies in Ontario (ASiO) are a network of equal partners of local Societies across Ontario and includes the Alzheimer Society of Ontario. Our work together is governed by the Federation Agreement, which outlines our commitment to the brand, revenue sharing, quality standards, accreditation, and decision-making process.

There is a collective commitment to create our vision for the future with a new strategic plan that not only identifies priorities for the organization in the near term, but also assists stakeholders evaluate mindset, barriers and opportunities that will be components of success of the overarching strategic plan. Together, we are building a plan that will:

1. Identify key strategic priorities for the Alzheimer Societies in Ontario over the next 3-5 years for both an overall provincial focus and for local strategy
2. Gather feedback and insights from community stakeholders on the work of the Alzheimer Society and areas for potential evolution
3. Assessment of the community support services landscape, amid the transition to Ontario Health Teams
4. Identify key strategic priorities for the Alzheimer Societies in Ontario over the next 3-5 years
5. Identify barriers to achieving success in identified strategic priorities, and implementable solutions to identified challenges
6. Identify opportunities, either current or emerging, that can position the Alzheimer Society for success

It is worth noting that a key aspect of this process is the opportunity for all internal stakeholders to work together in thought provoking and mindset challenging sessions. The planning process will reflect the overall balance between local autonomy, centralized supports and the implementation of effective and efficient programs and services.

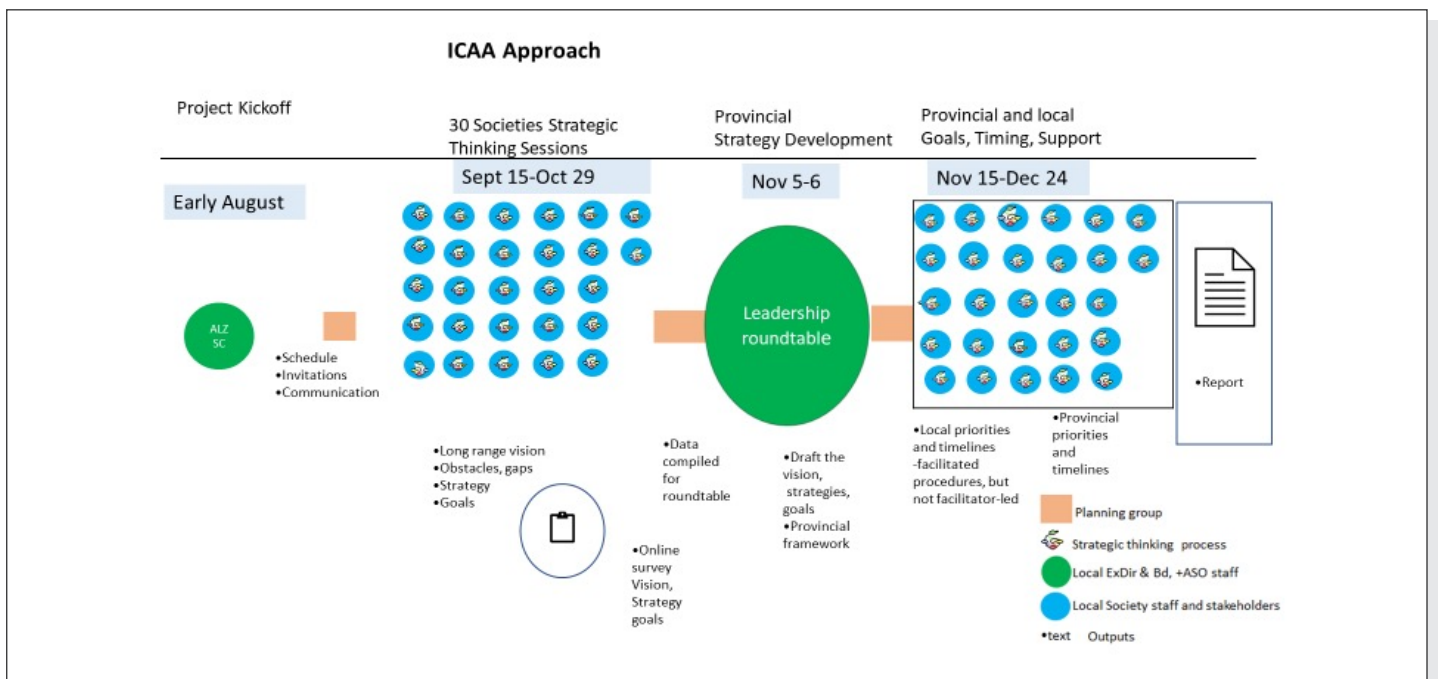
Given that each organization within ASiO is independently incorporated, we seek to influence and inspire change through an engaging process that is inclusive of the multi-faceted issues of the Alzheimer Society province-wide.

The Process

After a kick-off with the Steering Committee and ASiO Board Chair, each local Society invited their board members, staff, stakeholders and volunteers to a strategic thinking session. At these sessions, they created a shared practical vision, list of contradictions or obstacles to achievement of that vision, and strategies to address the obstacles. Most Societies contribute several ideas for goals for the coming 4 years.

In parallel, similar questions were posed via an online survey, for those who were not able to attend the live, virtual sessions, facilitated by 2 facilitators of ICA Associates.

The data from these sessions and survey were analysed and consolidated and shared with the Societies' Executive Director and Board Chair, as input to the Leadership Roundtable on Nov 5 and 6, 2021. Seventy participants attended the virtual Leadership Roundtable in November.



At the Leadership Forum, the Executive Directors and Governors of all Societies (including ASiO), collaborated in various large and small break-out groups to create the provincial framework, consisting of: 5-year Practical Vision, Strategies and Goals.

After the Leadership Forum, each local Society indicated which of the vision, strategies and goals were of highest importance for them. The results of this have been shared with ASiO, and each Society is receiving its own local copy. This process resulted in alignment in high-level vision, strategic direction and also allows for local Societies to emphasize the goals that are most significant for them.

Five Year Practical Vision of the Alzheimer Society of Ontario

The Board, staff and stakeholders of Societies in Ontario created a five-year practical vision. This Five-Year Practical Vision expresses what all Societies would like to see in place. The blue section is a provincial framework desired by all. The white items hold the practical expression of various Societies across the province. Each white item is part of the five-year practical vision of many Societies within the provincial framework.

The breakout of vision elements for each Society is shown below with the Provincial Framework in blue and the local expressions below.

Creative Resourceful Partnerships "The Go-to Group"	Premier Service Delivery "Kick-Ass Service"		Dementia Friendly Communities "A World Without Dementia"	Health Care Priority "Audacious Influencers"	Dynamic People Power "Qualified Passion"		Innovative Funding "Show Me the Money"
	Inclusive Delivery	Robust Programs			Healthy empowered workforce	Support at all levels	
Community Integration	Caregiver Supports	Expanded Flexible Programs	Reduced Stigma	Recognized Leadership	Increased Qualified Staff	PLWD Support	Predictable Sustainable Government Funding
Productive Collaboration	Increased Service Access	Hybrid Innovation	Improved Detection & Prevention	OHT Influence	Higher PSW Capacity	Diverse Populations Service	Enhanced Funding and Donations
				Widespread Education			
Strong Partnerships	Appropriate Long-Term Care	Enhanced Robust Technology	Coordinated Research for a Cure	Successful Advocacy	Expanded Volunteer Base	Modern Facilities	Funding Flexibility
Effective Governance	Responsive Respite	Consistent Core Standards	Dementia Support Pathway	Greater Service Awareness			

The Alzheimer Society of Ontario's 5-year practical vision is to deliver premier service to Persons Living with Dementia (PLWD), and their support persons and teams. To deliver on this promise, the Alzheimer's Society wants to see:

1. Creative Resourceful Partnerships

The Society wants to be recognized as the 'Go-to Group' for Dementia Care, to better integrate with their communities, through productive collaboration, partnerships, managed through effective governance.

2. Premier Service Delivery

The Society wants to see their services delivered in a way that includes all stakeholders, supporting caregivers, to provide increased access to services, including appropriate long-term care and responsive respite care.

The Society wants to see expansion of robust flexible programs, (including hybrid -virtual and in-person), supported and continuously developed through innovation, plus robust technology while maintaining consistent care standards.

3. Dementia Friendly Communities

The Society's ultimate vision is to see a 'World without Dementia', and on the route to get there, it wants to see Dementia-friendly communities, where there is reduced stigma around the disease, improved detection and prevention programs, and a support pathway. The Society wants to see coordinated research for a cure, to make this vision a reality.

4. Health Care Priority

To aid in the realization of their vision, the Society wants to see Alzheimer's be a priority for the Health Care system. The Society wants to be recognized as a leader in this field and wield influence with the Ontario Health Teams (OHT). The Society wants to see widespread education and advocacy on dementia, and greater awareness of its services.

5. Dynamic People Power

The Society knows that this vision can only be realized when we support the passionate people working together to make it a reality. To that end:

The Society wants to see a **healthy empowered workforce**, including:

- an increase to their complement of Qualified Staff,
- higher capacity for Personal Support Workers (PSW) and
- an expanded Volunteer Base.

The Society wants to see **Support at all Levels**, including:

- Support for Persons Living with Dementia (PLWD)
- Services for diverse populations
- Modern Facilities to support in-person programming, staff and volunteers

6. Innovative Funding

The Society recognizes that it needs to innovate so that it can realize its vision to find sustainable and predictable funding, through enhanced funding and donation programs and funding flexibility.

Contradictions

All Societies across the province gave consideration to impediments, issues and underlying blocks that have the effect of stopping the provincial and local Societies from moving ahead with power. These are the contradictions that exist between how the Society operates now and what it wants to be in the future.

In total, 581 issues were analyzed by the local societies and the leadership. The main contradictions are:

1. “Me” not “we” in the internal organization hinders bolder transformational change.
2. Multiplicity of human resource issues restricts services.
3. Confusing the “us” which changes depending on who we are talking to. This a block to responses to change.
4. Inability to embrace technology consistently impairs our ability to grow impact.
5. Leveraging the “us” creates consistent inequities in funding from outside.
6. Stigma interferes with people accessing services.

Strategy

The local Societies and the leadership across the province exhibited great creativity in determining how to deal with all the contradictions and to move ahead toward the long-range practical vision.

In total, 857 ideas were generated in the live sessions and in the survey. From this a set of fifteen strategies and five strategic directions were created. The five strategic directions form the provincial framework and express the creativity of local Societies.

Several of the fifteen are part of most local Societies' strategy, while others are unique to only a few Societies.

Strategies

Strategic Directions

Coordinate and unify flexible local delivery	Integrate voices of PLWD into decisions	Invest in technology for service delivery and internal work	Expand client centered services and programs	<i>toward enhanced capacity for client centered care</i>
Focus on local partnerships		Focus on province wide partnerships		<i>toward leveraged strategic partnerships</i>
Reflect the diversity and inclusivity of communities	Advocate for dementia friendly communities	Become a charity of choice for career and volunteering		<i>toward building visibility</i>
Reinforce cohesive communication plans	Target education awareness to all stakeholders	Showcase bold local narratives		<i>toward targeted awareness</i>
Diversify fund development initiatives	Formalize joint practices	Pursue innovative revenue ideas		<i>toward innovative revenue generation</i>

Strategic Directions and Deliverables

A. Toward enhanced capacity for client centred needs

This strategy ensures coordinated, flexible client-centred services and programs that deliver on the needs of PLWD with the capacity for expansion through investment in services and technology. The approach helps deal with several human resource issues.

B. Toward leveraged strategic partnerships

This strategy delivers both local and provincial strategic partnerships. This approach helps move beyond some internal organizational issues.

C. Toward building visibility

This strategy creates visibility through strong community ties and presence as charity of choice based on advocacy for dementia awareness while reflecting the values of the community (diversity and inclusivity). This will help build unity across all societies.

D. Towards targeted awareness

Strategy delivers bold and impactful messaging and education that is relevant to all stakeholders at the local level and province-wide. This approach helps deal with the stigma that interferes with people accessing services.

E. Towards innovative revenue generation

Strategy delivers sustained and reliable revenue based on diverse sources and partnerships. This approach helps the organization work through some current inequities.

Implementation Framework

The local Societies and provincial organization developed 857 strategic objectives to help implement each of the five strategic directions. Suggestions were then considered for their strength of impact and prioritized.

The result is an Implementation Framework of 70 strategic objectives (or goals) spread across the next four years. Each of the tables addresses a Strategic Direction, all of which are part of the Provincial Framework. Fifteen strategies are listed in the left-hand column with their strategic objectives listed by year. Each Society selected the strategic objectives that were most relevant or higher priority and realistic to pursue.

All 70 of the strategic objectives are goals of several local Societies and often a large number of local Societies.

Toward enhanced Capacity for Client Centered Care (236)				
	2022	2023	2024	2025
Coordinate and unify flexible local delivery	Core Service Standards established in all Local Societies.	Standard KPI and Score Cards used for core service evaluation.	Self evaluation is part of checks on progress	<ul style="list-style-type: none"> • ASiO Partners are all Accredited • Continuous Improvement Plans are established
Expand Client Centered Services and Programs	Standards established for unique local services	Local service assessment program and initial expansion plan set	Local services integrated as province wide core services	Local program assessment and Expansion program is standardized.
Integrate voices of PLWD into ASiO decision	Care partnering Advisory Groups with high percent of PLWD	Formalized Advisory Group Program Review and follow-up		
Invest in technology for service delivery and internal	Common practices and information have been identified within core service standards	Set of new tools in place supporting sharing of information and delivery		

Toward Building Visibility (185)				
	2022	2023	2024	2025
Reflect the diversity and inclusion of communities.	Target service and program expansion to under-represented groups			Boards, senior management and staff appropriately reflect the diversity and inclusivity of communities we serve
Become a charity of choice for career and volunteering	Flexible work environments and team building options are in place.	Partnership with Univ/colleges established offering course selection, host placements to students	Acknowledgment of success is imbedded in national profile, business plans, committees, accreditation.	Happy staff, happy life and organization indicators show this is THE place to work and volunteer!
Advocate for dementia friendly communities	Meeting drives held with local elected officials in 2022 election with clients front and centre.	<ul style="list-style-type: none"> • Seat at the leadership tables at OHT subcommittees • Consistent, timely communications targeted to and from ASiO Boards 	Formalized strong relationship in place with MOH, MOLTC	Cancer Care and others publicly acknowledge AS as go-to org. for dementia.

Toward Innovative Revenue Generation (105)				
	2022	2023	2024	2025
Investigate innovative revenue generation ideas	<ul style="list-style-type: none"> • Paper written on concept of Provincial Foundation • Research paper on Federal funding on infrastructure, national strategy, new horizon 	<ul style="list-style-type: none"> • Provincial Sponsor secured for Walk for Alzheimer. • Provincial Quest sponsor secured. • Replication plan created for Brain Matters, Soups On. 	<ul style="list-style-type: none"> • Central profile created of intergenerational transfer for Family Foundation. • Report written on Complicated Estate Gifts for the local level. 	Base funding in place for all local societies.
Formalize joint practices	<ul style="list-style-type: none"> • Ontario Dementia Strategy 2.0 delivered to MOH for base and direct funding • Monitoring process in place to track opportunities for funding. • Standardized Case for Support written for funding priorities for all societies. • Unified funding framework for all ASiO developed. • Paper written on funding diversification, inequities and future needs 	<ul style="list-style-type: none"> • Direct relationship with MOH is formalized. • Planned Giving strategy created with supports. • MOH dementia education proposals written. • One high profile collaboration with influencers in place 	Funding diversification strategy and priorities evaluated and adjusted	Federal funding approach commissioned by all LS.
Diversify fund development initiatives	Commission Teams of FD Excellence by functional areas.	Provincial funding targets showing local impact, with implementing steps.	Targeted revenue increases named for each sector	Dedicated Fund-Raising Machine commissioned

Toward Leveraged Strategic Partnerships (94)				
	2022	2023	2024	2025
Focus on province wide partnerships	<ul style="list-style-type: none"> • 10 partnership agreement with OHT and HCCSS, with coordinated annual plans. • 3 formal partnerships, one each with Community, Sponsorship, Healthcare • Digital strategy in place with OHT. 	Personal and social consequences of AD and related diseases have been documented by an ASC ASO partnership	<ul style="list-style-type: none"> • Corporation partnership agreement to purchase client assisted devices • Partnership in place with a French community. 	
Focus on local partnerships	Education Program developed for OHT partner to pass on to clients.	10 partnership agreements with coordinated annual plan (OHT, HCCSS, Voice of those we serve, Primary care, Regional geriatric care)	Centralized access point in place for dementia-related services	

Toward target Dementia Awareness (237)				
	2022	2023	2024	2025
Target Education Awareness to All Stakeholders	Targeted list of key stakeholders in place for an education program, from needs analysis and community engagement.	Alzheimer education platform buzz amongst key influencers	ALZ Profile championed by Canadian celebrity	
Reinforce cohesive communication plans	Each society has identified starting point to focus educational program. • Survey completed to ID awareness of programs	<ul style="list-style-type: none"> • Joint LS focus groups held for LS with similar education areas. • Enhanced programs rolled out. 	<ul style="list-style-type: none"> • PDSA completed to study stakeholder changes. • Toolkit of resources enhanced. • Mentorship launched. 	
Reinforce cohesive communication plans	Collaborative curriculum developed with PEC in ASiO, with impact evaluation.	Expanded social media platforms engaging with new curriculum	Targeted media approach reaching multiple demographics	Government funding in place for targeted education program

Implementation

Seventy strategic objectives, within the five overall strategic directions, and fifteen individual strategies work together to move all societies together. All 70 strategic objectives will be implemented. Local plans in the appendix indicate the goals that local Societies will implement.

ASO will play a supporting role in those cases, especially those strategic objectives for which many local Societies prioritized as their own. ASO will take the lead in implementation of some Strategic Objectives.

Local Societies will learn from each other as they work together on common Strategic Objectives. This will place a requirement on the provincial association for a high level of communication across the province.

Practical Application of Provincial Framework AKA Strategic Plan

Please do not put this on a shelf, never to be looked at again. These documents (Your Society's Strategic plan report) are meant to be used in a variety of ways. Here are some suggestions:

1. Review the Strategic planning documents with all staff and Board
2. Have staff identify where their departments focus align with the plan
3. Draft the annual plan, linking activities back to the strategic directions document
4. Use the framework as a guide of when to say "ye"s or "no" to a new initiative

ASO will be analyzing the data provided by ICA to identify the following:

1. Areas of focus by region
2. Local Societies alignment by areas of focus/goals
3. Areas for ASO to focus on based on the needs of ASiO
4. Areas identified as priorities but with few societies indicating interest
5. Anything else the data points to

Based on the analysis of the data, ASO will put forward recommendations of next steps.

If local Societies find that they are stuck on next steps or are not utilizing the documents, please reach out to ASO. We would be happy to answer questions or facilitate a discussion to ensure each Society gets the most out of the end product we collectively worked hard to create!

Appendices

See separate PowerPoint files for the 27 vision, strategy, goals charts from each local society, and ASO.