



ONE CFocus 2020

OUR PLAN TO END CYSTIC FIBROSIS





I have CF.
With your help,
CF won't have me.

TABLE OF CONTENTS

- 4 Letter from the President and CEO
- 6 Our Vision, Mission and Values
- 7 Building the CFocus 2020 Strategic Plan

OUR FIVE STRATEGIES

- 11 E - Excel in the Advancement of Cystic Fibrosis Care and Advocacy for Patients and Families
- 14 N - Network and Grow Revenue Opportunities
- 17 D - Drive Community and Volunteer Engagement
- 20 C - Communicate Effectively and Demonstrate Impact
- 23 F - Focus on Accelerating Breakthroughs in Cystic Fibrosis Research and Development

END CF

LETTER FROM NORMA BEAUCHAMP

Cystic fibrosis (CF) affects more than 4,000 Canadians and their families. Since 1960, we have been committed to ending CF and ultimately creating a world without the disease. As a global leader in the CF community, Cystic Fibrosis Canada will continue to collaborate with partners around the world and invest in top CF research and care.

As we built the *ONE CFocus 2020* strategic plan to END CF, we listened to the needs of people living with CF, their families, volunteers, donors, staff, chapters, Board members, and the clinical care, transplantation and research communities. By 2020, our goal is to extend the 2014 median age of survival.

Our five-year strategic plan, *ONE CFocus 2020 to END CF*, takes the progress in cystic fibrosis patient care and shifting patient demographics into account. The CF adult population now represents 60 per cent of the total CF population, and it will continue to grow. Survival rates are improving and access to therapeutic drugs is enhancing quality of life. Newborn screening is now available nearly Canada-wide, bringing about earlier treatment and care to CF patients. Social media has transformed how we will communicate information and fundraise. New drug innovation is opening the door to game-changing – but costly – treatment options. At the same time, provincial governments are facing increased healthcare funding demands. Retaining high-quality CF staff is increasingly a challenge for hospital clinics and research facilities.

ONE CFocus 2020's financial objective is to grow annual fundraising revenues between 3-5 per cent per year and raise an additional 15 million dollars over five years. This additional funding will expand CF health care resources, with a major focus on medication approval through patient advocacy, assisting teenagers transitioning from pediatric to adult CF clinics, and supporting complex CF adult health management issues such as life post-transplantation, CF-related diabetes and mental health. We will accelerate breakthroughs in research and development and invest in recruiting clinical and research talent to the field of cystic fibrosis. We will invest in fund development resources and expertise to ensure we grow fundraising revenues for these important initiatives. We will cultivate community and volunteer engagement while introducing best-in-class fundraising, leadership training and development. We will deliver ongoing bilingual and aligned communications to the CF community in one common voice, featuring CF health and research impact stories.

By living our Cystic Fibrosis Canada values (Caring, Accountability, Teamwork and Excellence), as ONE team, we will successfully deliver the *ONE CFocus 2020* strategic plan.

Together, let's END CF.

Norma Beauchamp
President and CEO





We still have a great deal of work to do to enhance the quality of lives of children and adults living with cystic fibrosis. The great news is that we are supported by outstanding donors and volunteers, and Canada continues to be a world leader in funding CF research and clinical care. We are positioned better than ever to set our sights on ending CF.”

NORMA BEAUCHAMP, PRESIDENT AND CEO

OUR VISION, MISSION AND VALUES

■ OUR VISION

A world without cystic fibrosis.

■ OUR MISSION

To end cystic fibrosis (CF). We will help all people living with CF by funding targeted world-class research, supporting and advocating for high-quality individualized CF care and raising and allocating funds for these purposes.



■ OUR VALUES

As one team with ONE CFocus, Cystic Fibrosis Canada remains committed to four core values:

- ✔ Excellence
- ✔ Accountability
- ✔ Teamwork
- ✔ Caring

Excellence starts with the belief that striving for the ultimate solution or goal is the only path worth following. By challenging the status quo, we are dedicated to achieving or surpassing all of our goals in support of creating a better future for Canadians with CF.

Accountability means we are committed to financial stewardship with, and for, all stakeholders of Cystic Fibrosis Canada by providing proper governance in relation to our policies and charters. Our organization is well-managed, a great place to work, volunteer, or invest in and we always deliver results to the Canadians with CF we are trying to help.

Teamwork gives an integrated and united front that speaks as one voice with common goals. We value and are committed to building strong relationships with all of our partners, including volunteers, corporate partners, employees, donors, researchers and clinicians. We strive to help Canadians with CF gain the quality of life they deserve through information, education and the development and delivery of resources.

Caring allows us to provide an encouraging and supportive environment that will inspire the best possible care, treatment and research for Canadians living with CF.

BUILDING OUR FIVE-YEAR STRATEGY TO END CF

ONE CFocus is our new, unifying theme being used across Cystic Fibrosis Canada to ensure that we are united as one team in our vision for a world without cystic fibrosis. This theme complements the values that have guided us in all that we do: excellence, accountability, teamwork, and caring.

■ OUR APPROACH

The process to develop a new strategic plan began in November 2014, when Norma Beauchamp, our Chief Executive Officer, travelled throughout Canada to engage with hundreds of members of the CF community, collecting their insights, views, opinions and dreams for the future.

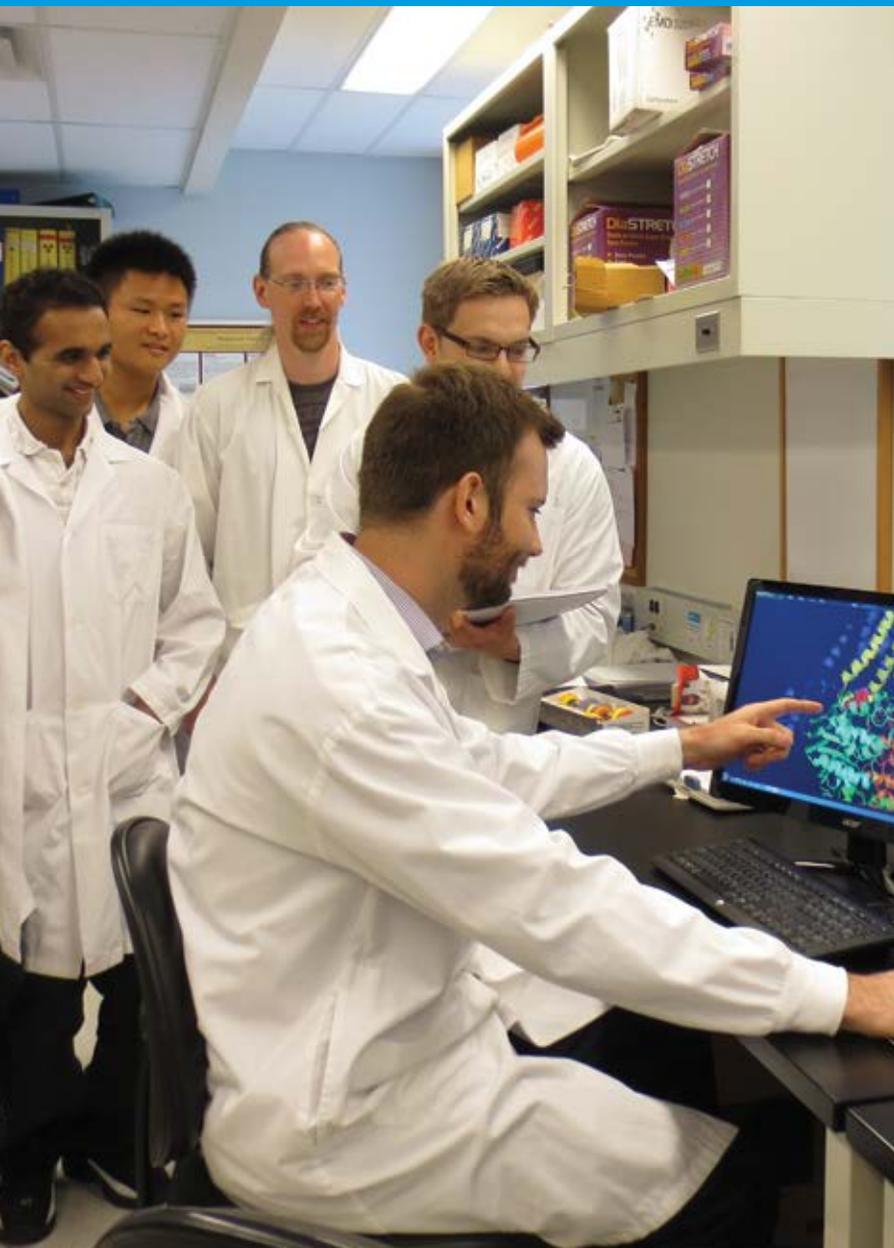
These discussions were the basis for a new, unifying theme. “*ONE CFocus*” means recognizing that we are a much more powerful force working together than any person can be alone. As we embark on our five-year strategy, this will remain a recurring theme to rally everyone in the organization.

The next step was establishing a strategic development team to drive the renewal of the strategic plan. The team met weekly over several months to discuss the organization’s priorities and future direction. In addition, expert advisors, including volunteers, donors, clinical care professionals, researchers, chapters and Board members from across Canada were invited to provide input.

During this process, the team focused on:

- Building trust and confidence;
- Engaging broadly;
- Listening carefully to all stakeholders; and
- Creating an environment for change.

LOOK AT THE PAST AND INTO THE FUTURE



To develop our 2020 plan, the strategic development team reviewed our last strategic plan, our performance, and our top lessons learned. The next step was to forecast what the world of cystic fibrosis would look like in 2020 and what trends would affect the Canadian CF community and the organization. This comprehensive review included factors such as the significant strides being made in CF research and development; the robust pipeline of potential treatments that target the disease from every angle; advancements in clinical research and care; an overall improved life expectancy and its impact on clinical care; the growing needs of the adult population; new fundraising trends; and the state of volunteer engagement in Canada.

The strategic development team also held several consultations with the CF community across Canada to gain valuable insight from people living with CF, their families, the chapters and volunteers, staff, board directors, donors, clinic directors, nurse coordinators, researchers, and members of the medical and scientific councils.

On June 18th, 2015, the team held an intensive one-day meeting to begin mapping out the five-year strategy. A team of expert advisors from across Canada were brought in to participate and, together, the group discussed and prioritized the key strategic objectives and the plan to move the organization forward.

In July and August, 2015, the strategic development team held several feedback sessions with the advisory experts, chapter presidents and the Board of Directors.

JUNE 18 WORKING GROUP AND ADVISORY EXPERTS

RON ANDERSON

CF Canada Board of Directors

JEFF BEACH

Regional Executive Director, Southwestern and Central Ontario, Strategic Development Team

NORMA BEAUCHAMP

President and CEO, Strategic Development Team

MARTHA BEAUMONT

Chief Financial and Operations Officer, Strategic Development Team

DR. CECILIA CHAPARRO

Associate Professor, University of Toronto
Toronto Lung Transplant Program

ROSS DRAKE

CF Canada Board of Directors

KATE GENT

Nurse Practitioner, Toronto Adult CF Centre

MARK HEYSTEE

Board Member of Lawn Summer Nights

PHILIP HAID

CEO and Co-Founder, Public Inc.

STUART HODGE

CF Canada Board of Directors

DOUG INGERSOLL

CF Canada Board of Directors

CAROL-ANN KAIRNS

CF Canada Board of Directors

YASMINE KASHEFI

Director of Strategy and Operations, Spruce + Willow

ANTHONY KEATING

Chief Fund Development Officer, Strategic Development Team

NANCY KOTUSH

CF Canada Volunteer

MITCH LEPAGE

CF Canada Board of Directors

STEPHEN MCCOURT

CF Canada Board of Directors

IAN MCINTOSH

Director of Healthcare, Strategic Development Team

JIM MOUNTAIN

CF Canada, Chair of the Board of Directors

JENNIFER NEBESKY

Chief Marketing and Communications Officer, Strategic Development Team

MEGAN PARKER

Chair, Adult CF Advisory Committee

LEONA PINSKY

CF Canada Board of Directors

DR. HARVEY RABIN

Professor, Departments of Medicine and Microbiology and Infectious Diseases, University of Calgary
Former Head, Adult CF Clinic, Calgary

DR. FELIX RATJEN

Division Chief of Pediatric Respiratory Medicine, Hospital for Sick Children
Professor, Department of Pediatrics, University of Toronto

ROBERT SANKEY

CF Canada Board of Directors

YVES SAVOIE

President and CEO, MS Society of Canada

DR. DAVID SPEERT

Sauder Family Chair, Division of Infectious Diseases
University of British Columbia

DR. ANNE STEPHENSON

Respirologist, Toronto Adult CF Centre
Director, Canadian CF Registry

IAN THOMPSON

CF Canada Board of Directors

REBECCA THOMPSON

Strategist, Strategic Development Team

JOANNA VALSAMIS

Director of Research Funding, Strategic Development Team

DR. JOHN WALLENBURG

Chief Scientific Officer, Strategic Development Team



CFOCUS 2020 STRATEGIC DIRECTIONS TO END CYSTIC FIBROSIS

- E** EXCEL IN THE ADVANCEMENT OF CYSTIC FIBROSIS CARE AND ADVOCACY FOR PATIENTS AND FAMILIES
- N** NETWORK AND GROW REVENUE OPPORTUNITIES
- D** DRIVE COMMUNITY AND VOLUNTEER ENGAGEMENT
- C** COMMUNICATE EFFECTIVELY AND DEMONSTRATE IMPACT
- F** FOCUS ON ACCELERATING BREAKTHROUGHS IN CYSTIC FIBROSIS RESEARCH AND DEVELOPMENT

EXCEL IN THE ADVANCEMENT OF CYSTIC FIBROSIS CARE AND ADVOCACY FOR PATIENTS AND FAMILIES



For decades, Cystic Fibrosis Canada has supported professional healthcare that patients rely on, resulting in one of the highest median ages of survival in the world. We will remain a world leader, and by 2020, our goal is to extend the median age of survival. We will ensure people living with CF receive the best care, treatment and support. This includes funding and accrediting clinics and working with government to optimize healthcare.

We are at an exciting crossroads on our journey to END CF. Significant challenges lie ahead, but also great opportunities to bring together our global CF community with the shared vision to improve the lives of those living with cystic fibrosis. The patient population is aging and revealing new complications. There are unprecedented numbers of new drugs in development and patients must be able to access them in the face of unpredictable financial support. We need to ensure the best healthcare professionals remain available.

END CF



Paul Underhill, Victoria, British Columbia (double-lung transplant, 2011)

Support patients' increasingly complex quality of life needs. Patients and their families want the best clinical care and the power to participate in prioritizing the efforts that will impact their treatment. The growing population of adults with CF want to tackle the challenges they face with timely access to the care and life-changing medications they need. Youth want a stress-free transition to adult care while keeping up with their treatments. We will help CF people living with CF live full and accomplished lives, despite the complexities they face as they age.

- ▶ We will support CF clinics in their efforts to secure front-line staff by ensuring accountability through accreditation of clinic sites and effective quality improvement programs.
- ▶ We will gather and analyze data self-reported by CF patients and listen to their families and healthcare professionals to track trends and challenges with the goal of addressing patients needs as they arise.
- ▶ With their input and engagement, we will introduce resources to help people living with CF from the point of diagnosis through to new challenges such as mental health issues, CF-related diabetes and transitioning from pre- to post-transplantation or from pediatric to adult clinical care.

Influence health policy and government decision-making. Cystic Fibrosis Canada has achieved great success by working with governments on newborn screening for CF, developing specialized CF clinics, and including life-changing medications on provincial formularies. Patients and their families want these government commitments sustained and bolstered, especially as enhanced treatments become available as a result of new research.

- ▶ We will be the leading patient advocacy voice with provincial governments and private payers to ensure life-saving CF drugs are covered by provincial and private health plans, and increase treatment coverage for all Canadians living with CF.
- ▶ We will educate health policy and government decision-makers to promote policies that will ensure CF patients have access to the highest quality of care, including affordable and unimpeded availability to all treatments.
- ▶ We will recruit and train CF patient advocates in each province to speak to media and governments.



Former Ontario PC Health Critic Christine Elliott, Beth and Madi Vanstone, and Simcoe-Grey MPP Jim Wilson at Queen's Park



“When I was a child, I had to sleep in a tent over my bed with aerosol medicine flowing inside every night. I had to take up to 20 pills per meal, four aerosol masks per day, did postural drainage twice a day, and had frequent check-ups every six weeks to track my progress. Luckily for me, recent treatments have improved my health, but research and care for all Canadians living with CF still has a long way to go.” - Tim Vallillee, adult with CF



Introduce a strategy for the recruitment, retention, stewardship and continuous education of healthcare providers. It is vital that clinics have the best, most knowledgeable healthcare professionals who understand and support the ever-changing needs of CF patients. To ensure that there is an uninterrupted supply of dedicated healthcare professionals:

- ▶ We will enhance the Clinical Fellowship Program that trains medical personnel to become CF specialists.
- ▶ We will launch initiatives to recruit and retain additional healthcare professionals dedicated to cystic fibrosis care.

Invest in technology to support and advance CF patient care. We see tremendous potential in incorporating new technologies to improve patient care and outcomes:

- ▶ We will consult with the clinics, adults with CF and their families to identify the leading issues and seek out solutions.
- ▶ We will introduce a CF healthcare app that will help CF patients better manage their health and care. The app will empower teenagers moving from pediatric to adult care. It will also capture and analyze patient data to help patients track their health, communicate with their clinics and get support for matters relating to mental health, transitions from pre- to post-transplant care, and CF-related diabetes.
- ▶ We will develop technological solutions to assist individuals living with CF in rural communities (healthcare from a distance) and bridge the isolation caused by infection control requirements.

*“For many, making the transition from being a child with CF to an adult with CF can be an overwhelming and intimidating process. That is why I feel so strongly that we need to expand the support available to those learning to manage their own CF. I am proud to be a mentor to those undergoing this difficult transition, but recognize that we need to expand our current mentor networks across Canada.”
- Megan Parker, adult with CF*



NETWORK AND GROW REVENUE OPPORTUNITIES

To meet the complex needs of people living with cystic fibrosis and to bring us closer to achieving our mission, it is urgent that we build on our successful history of raising funds. We will leverage our dedicated partners, donors, volunteers, and friends to build new sources of support. We must be innovative as we expand our network of donors and launch new sources of revenue generation. We will be focused on growth and fundraising diversification to ensure a sustainable revenue stream.



END CF

Execute a winning leadership gift campaign to raise an additional 15 million dollars. Cystic Fibrosis Canada will embark on our most ambitious fundraising campaign to date to fund urgent priorities in research and care.

- ▶ We will launch a five-year, \$15 million leadership gift campaign. The campaign will be driven by a volunteer leadership giving cabinet and be supported by experienced staff. We will identify and cultivate high-potential individuals who have an affinity, interest and capacity to financially support the vision of Cystic Fibrosis Canada. This will include a collaboration with SickKids Foundation to raise \$7.5 million for a research initiative for **individualized CF therapy**.
- ▶ We will launch clearly defined campaign priorities:
 - new critical research in CF individualized therapy.
 - increased investments in the discovery science that fuels development of improved therapies and approaches to CF care, bringing us closer to a world without cystic fibrosis.
 - new projects to support adult and pediatric health care, addressing issues such as mental health and diabetes.
 - transition from pediatric to adult and transition from pre- to post-transplant.

“My family and I are committed to Cystic Fibrosis Canada because of the incredible work they support in research, care, and advocacy. I trust that my donation is having an incredible impact on people living with CF. With the support of generous donors, Cystic Fibrosis Canada will continue to invest in breakthrough research, ultimately putting an end to CF.”

- Jackie and Walter Voortman, donors and CF grandparents



“We are proud of our franchise partners’ commitment to helping Canadians who live with cystic fibrosis. As we raise awareness and money for cystic fibrosis, we are motivated by our commitment to finding a cure, and living in a world without CF.” - Lisa Mercanti-Ladd, Executive Vice-President of CARSTAR Automotive Canada

Grow The Walk into a \$5 million annual national event. Cystic Fibrosis Canada will ensure that The Walk is strongly connected to our brand. We will deliver functional, do-it-yourself fundraising tools to make The Walk a highly engaging experience that will continue to evolve and attract new families, new volunteers, sponsors, participants, and donors.

- ▶ We will work with The Walk steering committee and chapters to deliver a highly engaging effective volunteer sponsor and participant fundraising experience.
- ▶ We will increase The Walk’s sponsorship and corporate employee engagement revenue by 100% over the next five years.
- ▶ We will align The Walk’s branding and communications to ensure they are consistent with the Cystic Fibrosis Canada brand.
- ▶ We will introduce new ways to increase participation through our traditional peer-to-peer approach, and create tools to promote and encourage do-it-yourself fundraising.





LR: Donna and Doug Summerhayes, Mary and Bruce Lloyd, Judy and Ian F. McClure

“When Kin Canada first joined the fight against CF in 1964, children were not expected to live past the age of four. But today, many people with cystic fibrosis are living into adulthood. Working together, we are confident in CF Canada’s vision.”

- Grant Ferron, Executive Director, Kin Canada

Expand fundraising relationships with new and existing individual, corporation and foundation donors, as well as our largest and longest standing partner, Kin Canada. We will celebrate our fundraising partners as we constantly innovate to grow revenue.

- ▶ We will hone the success of our relationship with Kin Canada.
- ▶ We will excel at donor stewardship.
- ▶ We will build on Cystic Fibrosis Canada’s Breath of Life monthly giving program, doubling the number of donors over the next five years.
- ▶ We will accelerate the direct marketing program, growing revenues to \$2.2 million by 2020.
- ▶ We will implement a planned giving strategy.
- ▶ We will evolve Cystic Fibrosis Canada’s overall corporate fundraising strategy, which will focus on national and chapter corporate partnerships, sponsorships, and cause marketing-related initiatives.

Grow Shinerama, chapter, and third-party special events. Cystic Fibrosis Canada’s special events have always been a significant source of revenue for the organization, with volunteers serving as the foundation of our success. Cystic Fibrosis Canada will expand and grow our portfolio of special events by working strategically with the Volunteer Advisory Committee, chapter volunteers, and other event volunteers from across the country. We will also work very closely with Shinerama leaders to build on the history of Shinerama’s success.

- ▶ We will launch simple third-party event and do-it-yourself fundraising web-based tools and activities.
- ▶ We will innovate and create strategies to grow Shinerama by engaging past, present and up-and-coming student leaders.
- ▶ We will work hand-in-hand with the Volunteer Advisory Committee to ensure we are meeting the needs of the CF fundraising community.
- ▶ We will seek innovative revenue generation opportunities and stay relevant with technologies that will help us achieve our fundraising goals.



“Shinerama has allowed me to develop my leadership skills and connect with my community to raise awareness and funds for Cystic Fibrosis Canada. For every year that Shinerama has been around, 10 months has been added to the life expectancy of individuals with CF; knowing that I am making this kind of impact is very rewarding.”

- Josh Proksch, 2015-2017 Shinerama Chairperson

DRIVE COMMUNITY AND VOLUNTEER ENGAGEMENT

The CF community and its volunteers are passionate, diverse and multi-talented. Through their extraordinary fundraising success, the organization can support the realization of research discoveries and enhance quality of life for people living with CF. With changing technologies and outcomes in cystic fibrosis research and care, we are now best positioned to expand the CF community's level of engagement and enhance our outreach to people living with CF and to their families.



END CF

“We started Lawn Summer Nights as fun way to support our friend Eva as she battled cystic fibrosis. Today, it’s become an avenue for young adults across the country to help everyone who lives with CF. Our goal is to continually excite and engage a community of young professionals through distinctive fundraising, awareness and education initiatives, until we find a cure for cystic fibrosis.”

- Duncan Gillespie, Lawn Summer Nights Chair

Inspire the volunteer experience by launching a new volunteer recruitment and engagement strategy. For over 50 years, Cystic Fibrosis Canada has had highly engaged volunteers across the country, and there are tremendous opportunities ahead to grow our volunteer base and strengthen its capacity to move the organization forward.

- ▶ With the support of the Volunteer Advisory Committee and the Board of Directors, we will optimize volunteer leadership training, development and succession planning.
- ▶ We will invest in volunteer recruitment retention to increase our volunteer base, and deliver an excellent volunteer experience for all.
- ▶ We will launch an improved volunteer leadership award and recognition program.
- ▶ We will offer ongoing fundraising leadership and development programs through initiatives such as an Annual Volunteer Leadership Forum.



GearUp4CF Vancouver, British Columbia



Lawn Summer Nights co-founder Duncan Gillespie and the late Eva Markvoort

Implement an outreach strategy that supports all CF individuals and families. There are untapped opportunities to better engage patients and families who are not involved or have limited involvement with Cystic Fibrosis Canada.

- ▶ We will draw in patients and families in new and unique ways, through useful resources that best meet their needs and, in turn, increase their involvement and strengthen their commitment to Cystic Fibrosis Canada’s mission.
- ▶ We will strengthen engagement with CF clinics through ongoing CF Canada training and development.
- ▶ We will educate volunteers on the impact of donor giving, provide them with fundraising resources, and foster two-way communication with Cystic Fibrosis Canada.



Researchers conduct experiments in Dr. Christine Bear's lab at the Hospital for Sick Children, Toronto, Ontario

“ Lots of my friends have CF, but we can't see each other in person. We can text and talk on the phone. I would like to see an end to these life-threatening, cross-infection risks so that we can have freedom to be around anyone we want, whenever we want.”

- Tara Bourque, adult with CF



Launch an engagement strategy for the growing adult CF community. Adult Canadians with CF are steadily growing in number and will emerge as a vital audience to weave into the CF community as volunteers, donors, advocates, and recipients of support.

- ▶ We will engage adults with CF in new ways that are personally meaningful and centred on individual strengths and interests.
- ▶ We will connect and encourage a more active and involved CF community to propel advocacy and fundraising efforts, while also inspiring others who are not directly affected by CF to support the cause.

“Cystic Fibrosis Canada is a dynamic grassroots organization with a deeply committed volunteer donor base. 50 chapters across Canada coordinate national and local level events, raising funds to save the lives of Canadians born with this terrible disease.”

- Lovisa McCallum, CF parent and volunteer



COMMUNICATE EFFECTIVELY AND DEMONSTRATE IMPACT

Cystic Fibrosis Canada will provide Canadians and families living with the challenges of cystic fibrosis with the communication tools and information they need to live full lives. Making a difference to the lives of people with cystic fibrosis and those who care for them each day is what drives us.

We will extend our message to key members of the CF community, including volunteers, donors, staff, chapters, corporate partners, board members, and the clinical care and research communities who can make a lasting difference in the fight against CF.

To reach these audiences, Cystic Fibrosis Canada will pioneer a leading-edge approach to communications and marketing with a mix of traditional and digital strategies. Excellent communications will connect the community and drive each initiative forward. We will work as ONE CFocus team, using consistent messaging across the organization, engaging our diverse audiences, and measuring the impact of our efforts to achieve our mission.



END CF



Tenille Arts uses her music to increase awareness of cystic fibrosis

Make a meaningful difference with each of our audiences by catering to their varied needs. CF Canada will be the authority who will speak out on behalf of, and in unison with, the CF community to tell their stories. We will provide the tools and resources they need to advocate for their health and the health of CF patients across Canada.

- ▶ We will segment communication and engagement efforts to effectively cater to each audience with one voice and one message.
- ▶ We will remain a reputable source of transparent information for CF patients, families, healthcare providers, donors, and all stakeholders, online and off.
- ▶ We will ensure each audience is aware of key priorities such as research, access to treatment and care, and fundraising initiatives.
- ▶ We will be prepared to address the changing needs of people living with CF, effectively communicate drug development issues, and help them to advocate for an improved quality of life.

Leverage the evolving digital media landscape. Cystic Fibrosis Canada will drive a focused digital and social communication strategy to reach our geographically diverse CF community, open the door by providing access, build communities, and enable connections to improve the healthcare and quality of life of people living with CF. We will support the individual functions of the organization by facilitating the generation of revenue, maximizing the impact of research, and boosting advocacy efforts with government and industry.

- ▶ We will strengthen our online presence and invest in new technologies to communicate with our audiences on the channels where they are actively engaged.
- ▶ We will implement a focused digital strategy that reflects our audiences' online engagement and their changing needs.
- ▶ We will increase community engagement on social media platforms by 10 per cent, and position CF Canada as a leading non-profit organization on social media in Canada.

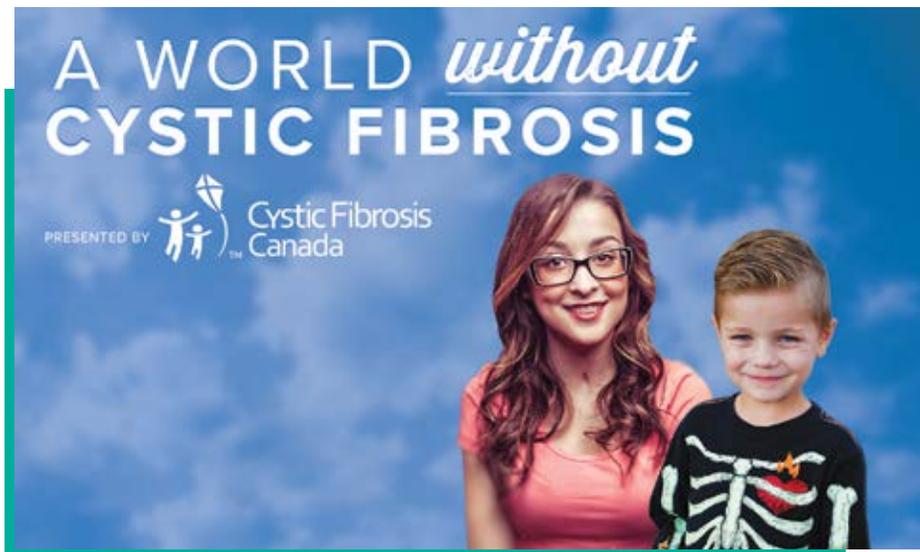


Jeremie Saunders, Lawn Summer Nights, Halifax



Drive fundraising forward with leading-edge communication and marketing strategies that maximize reach and impact with our audiences. Integrate all fundraising opportunities with tailored marketing strategies that empower fundraisers to reach out, steward, and build long-lasting relationships with new and existing individual donors, foundations, and corporate partners.

- ▶ We will collaborate with the Fund Development team to develop compelling tools to support philanthropic and fundraising efforts.
- ▶ We will increase participation in national events by developing compelling campaigns both online and off that continue to engage our audiences after the event.



“Our marketing and communications plan is future-focused to deliver strategic communication programs that support the entire organization and ensure we successfully connect and engage our audiences, wherever they are.”

- Carol-Ann Kairns, CF Canada Board Member and parent

Demonstrate progress in our communication initiatives. We are a symbol of hope to people with cystic fibrosis, and we want them to know that what we are doing is making a difference.

- ▶ We will measure our initiatives and milestones in order to demonstrate impact to our audiences.
- ▶ We will use a number of evaluation methods including online tools, surveys and feedback, and media coverage.
- ▶ We will regularly monitor the effectiveness of communications initiatives and programs to best support the organization’s mission and vision.
- ▶ We will conduct quarterly social audits to ensure we are engaging our online community, and that important CF information is resonating with them.

*Défibrose du lac Meech,
Gatineau, Quebec*



FOCUS ON ACCELERATING BREAKTHROUGHS IN CF RESEARCH AND DEVELOPMENT



Cystic Fibrosis Canada has invested \$170 million in research over the past 55 years. Many of the biggest advancements – from the discovery of the CF gene in 1989 to the development of novel lung transplant technologies in 2011 – have been made by researchers we fund. They have revolutionized our understanding of cystic fibrosis and enabled advances in therapeutics and care. However, health and quality of life challenges remain and significant progress can be made in the next five years to build on our successes and maximize the potential of both the research underway and new initiatives.

Cystic Fibrosis Canada can only fund 30 per cent of the outstanding applications we receive each year. By 2020, we will increase annual research investments across a broader range of programs to uncover more breakthroughs, transform research discoveries into new approaches to treat and manage CF, and bring us closer to a cure.

END CF



Dr. Elizabeth Tullis and team, St. Michael's Hospital, Toronto, Ontario

Focus on accelerating high-quality, high-impact research that is relevant to the CF community. Enormous strides have been made in recent years in the search for a cure or control of cystic fibrosis, and the momentum continues to build in Canada and abroad. To leverage these developments:

- ▶ We will partner with the Hospital for Sick Children to create a centre for individualized therapy for cystic fibrosis.
- ▶ We will increase our investments in the discovery science that fuels innovation and accelerate the development of new or improved therapies and approaches to CF care.
- ▶ We will select the most innovative, high-impact, and high-quality proposals for funding.
- ▶ We will increase input from CF patients and families to ensure relevance in the review process.

Build research capacity by supporting the next generation of researchers.

Cystic Fibrosis Canada needs to continue building a solid foundation for future research programs by encouraging the best talent possible, including CF clinician scientists:

- ▶ We will attract the most talented young scientists to the CF field by establishing competitive Fellowship and Studentship trainee awards.
- ▶ We will retain the best new researchers by offering merit-based Early Career Investigator awards.
- ▶ We will continue building partnerships with research institutes and universities to promote Cystic Fibrosis Canada's research programs.

“In 2015-2016, Cystic Fibrosis funded more than \$5.2 million in leading-edge research, supporting 46 research projects, 24 Fellowships and Studentship training awards, two national core facilities and more. But the best is yet to come, because we know there are tremendous research opportunities on the horizon.” - Dr. David Speert, Chair, CF Canada Research Advisory Council



Trevor Hird runs experiments in Dr. David Speert's Lab at the Centre for Understanding and Preventing Infection in Children, Vancouver, British Columbia



Foster creative approaches to CF research by collaborating with experts in other disciplines and building strategic alliances. To create innovative therapeutics and services, Cystic Fibrosis Canada will work with professionals in other fields:

- ▶ We will engage professionals in fields such as engineering and information technology to pool resources and leverage expertise to create innovative new approaches to tackle CF.
- ▶ We will launch an interdisciplinary forum to foster novel technological approaches for CF healthcare.

“I developed CF-related diabetes when I was an adult, which was life-altering because it added such complexities to my everyday life. Now, five years later, I am coping, and it is part of my routine. But I am hopeful that all the new research underway in this area will help me and others facing the same challenges.”

- John Romano (1959 - 2015)



John Romano (1959 - 2015)

Bridge the gap between basic research and clinical impact. Cystic Fibrosis Canada will take a proactive role in seizing opportunities to transform basic research into clinical applications.

- ▶ We will support catalyst grants to build a pipeline of high-quality, early-stage inventions with therapeutic potential.
- ▶ We will create a development program to mature the best pipeline opportunities into industry-ready prospects.
- ▶ We will introduce a mechanism for illustrating how research impacts clinical care.



Leverage Cystic Fibrosis Canada's funding through strategic partnerships. Cystic Fibrosis Canada will increase the impact of its funding by partnering with other organizations on CF-related initiatives.

- ▶ We will seek out partnerships with non-health granting programs and agencies to jointly fund interdisciplinary research.
- ▶ We will identify areas of synergy with international partners where we can tap into the world's best research and augment Canadian CF research capacity.
- ▶ We will collaborate with other CF organizations to fund international research.



ONE CFocus

HELP US END CF

Volunteer. Donate. Advocate.

www.cysticfibrosis.ca/donate

1-800-378-2233

 www.facebook.com/CysticFibrosisCanada

 [@CFCanada](https://twitter.com/CFCanada)

Charitable Registration No. 10684-5100 RR0001



Fibrose kystique
Québec

ARRIVÉE

Défibrose
340

Défibrose
304

Défibrose
SAINT-BRUNO
299

33

508

30



Cystic Fibrosis
Canada

www.cysticfibrosis.ca

