# Strategic Plan 2017 – 2021

## Mission

To advance oncology nursing practice excellence through practice, education, research and leadership for the benefit of all Canadians.

## Vision

CANO/ACIO is a driving force nationally and an influencing force internationally in advancing excellence in cancer nursing across the cancer control spectrum. Canadians across the cancer spectrum have timely access to high-quality nursing.

## Values

**CANO/ACIO believes that:**

> Every nurse can be a leader.
> We rely on member engagement to inform our work.
> We facilitate the growth of our members and work to support all nurses who care for people with cancer and their families.
> Canadians deserve access to excellent oncology nursing care.
> Evidence-informed care is the foundation for excellence in nursing.
> The specialty of oncology nursing is an essential component of health care services across the cancer control spectrum.
> Collaborative relationships and partnerships further the health, well-being and quality of life of Canadians.
> Ongoing learning is essential for the professional and personal development of oncology nurses.

## Philosophy

CANO/ACIO recognizes the responsibilities and mandate of nurses to promote and provide the highest standards of care for individuals, families and populations who are living with, affected by or at risk of developing cancer. Cancer is a chronic illness with acute phases which affects people at all stages of the life cycle. Nurses across practice settings are involved with the process of cancer control, which includes prevention, detection, treatment, rehabilitation/survivorship, end-of-life care, research, leadership and education. Individuals with cancer have complex needs; a specialized body of knowledge and skills is fundamental to the provision of high quality cancer nursing care.

# Introduction

The CANO/ACIO Board of Directors is pleased to present the Canadian Association of Nurses in Oncology / Association canadienne des infirmières en oncologie 2017-2021 Strategic Plan.

As a national member driven organization that supports Canadian nurses to deliver excellence in oncology nursing practice, education, research and leadership, every three years CANO/ACIO undertakes the work required to create a new strategic plan. This ensures the actions of the organization are in step with current issues in health care, are informed by the voices of our members and remain aligned with our Vision and Mission. Our members are our reason for being, their needs are our core mandate.

The four strategic priorities laid out in this plan are inherently about our members, and CANO/ACIO's efforts to support excellence in oncology nursing practice, education, research and leadership. The activities outlined in this plan will build on CANO/ACIO's current strengths and catalyze our ability to enhance excellence in oncology nursing practice.

**For more information about the strategic planning process, please contact CANO/ACIO Head Office at**
**cano@malachite-mgmt.com**.

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# Strategic Priority #1:
## Grow and Retain Our Membership

As a member driven organization that represents the specialty area of oncology nursing, CANO/ACIO will continue to focus on serving needs identified by its members and the larger oncology nursing community. In doing so, our membership base will grow by retaining existing members and attracting new members.

| Goal | Activity | Responsible Party | Timeline |
|---|---|---|---|
| **1.1**<br>**Create a membership value proposition** | **i.** Compile and synthesize feedback received from past membership surveys, renewal process surveys and post conference surveys as related to what would make membership more attractive.<br><br>**ii.** Gather quotes from members across Canada about what value a CANO membership has to them; equip board members with questions to ask conference participants to gather quotes and build on excitement from conference.<br><br>**iii.** Create value proposition strategies from the above feedback.<br><br>**iv.** Return to members/stakeholders the synthesized output (i.e., value proposition) for further feedback.<br><br>**v.** Promote the chosen strategies via communication and marketing committees. | Director-at-Large, Communications | 2018 |
| **1.2**<br>**Redesign the renewal process** | **i.** Conduct an environmental scan of how other organizations manage membership renewal process.<br><br>**ii.** Summarize current state and potential changes that could simplify the renewal process such as auto renewals, multi-year memberships, and the time of year when membership renewal occurs.<br><br>**iii.** Work with CANO/ACIO Head Office to conduct a risk/benefit analysis of these proposed changes.<br><br>**iv.** Vet feasible strategies with Board, SIGs and Chapters.<br><br>**v.** Present them at the AGM.<br><br>**vi.** After member voting (if required), implement changes supported by members in the 2018 membership year. | Director-at-Large, Membership | 2017 |

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| Goal | Activity | Responsible Party | Timeline |
|---|---|---|---|
| **1.3 Target new groups of nurses for membership** | **i.** Partner with other specialty organizations closely linked to oncology care to offer 2 for 1 membership with: <br>**a.** Canadian Hospice Palliative Care Nursing Group <br>**b.** Canadian Blood and Marrow Transplant Group | Director-at-Large, External | 2018 |
| **a. Determine if a (new) board position is required to represent new groups of members** | **i.** Review membership profile of the 2018 membership in January 2019. <br><br>**ii.** Identify main segments of the membership (% of each). <br><br>**iii.** Gather the educational/professional distribution of the board. <br><br>**iv.** Identify all Board positions and primary scope of responsibility. <br><br>**v.** Consider if new position is needed or if the scope of existing role on board could be expanded. <br><br>**vi.** Examine cost of creating new Board position. <br><br>**vii.** Prepare presentation to Board for February 2019 to identify membership distribution, distribution of board expertise/scope of responsibility, gaps in representation, cost of new Board position, and the need for new types of representation for emerging groups of membership on the board. <br><br>**viii.** If new position is recommended and supported by board, create new role description of new board position and post it in the usual timeline/process for nominating for Board positions in 2019. <br><br>**ix.** If decision is to integrate scope of responsibility into existing Board role, work to select role and integrate scope of responsibility into job description. | Vice President | 2019 |
| **b. Incorporate student engagement initiatives** | **i.** Create student representative seat on each local Chapter Executive. <br>• Use GTCON Chapter Executive group as a model to formalize student role on local Chapter Executive. <br><br>**ii.** Create a student advisory group to advise CANO/ACIO on student engagement. <br>• Increase visibility of CANO/ACIO for students through social media. <br><br>**iii.** Trial for one year: Director-at-Large, External or delegate to have table at Canadian Annual National Conference or Regional Conference (e.g. Canadian Nursing Students' Association). <br>• Offer special CANO/ACIO student join rate at conference. <br><br>**iv.** Hold student presentation at Annual CANO/ACIO Conference. <br><br>**v.** Annually update student information section of CANO/ACIO website and have it hyperlinked to CNSA website. <br>• Highlight the multitude of oncology nursing roles in health care. | Director-at-Large, External | 2018 |

# Strategic Priority #2:

## Support Oncology Nurses to Achieve and Maintain Specialized Knowledge and Skills

Supporting nurses to achieve and maintain specialized knowledge and skill in oncology is a key function of CANO/ACIO. This is one way in which we create value for our members and attract new members. CANO/ACIO recognizes the benefits of specialized oncology nursing care for patients, families and communities, and therefore strives to share meaningful resources and learning opportunities to support oncology nurses to contribute to high quality cancer care environments and excellent patient care.

| Goal | Activity | Responsible Party | Timeline |
|---|---|---|---|
| **2.1 Develop and implement a learning trajectory (novice to expert)** | **i.** Include linkages to CANO/ACIO resources. | Director-at-Large, Education | 2017-2018 |
| | **ii.** Develop foundational knowledge stream. | | |
| | **iii.** Link webinars to learning trajectory. | | |
| | **iv.** Include icon in Conference Agenda to indicate foundational knowledge stream. | | |
| | **v.** Make learning trajectory explicit on website. | | |
| **a. Evaluate the learning trajectory (novice to expert)** | Draft survey, sent out to members, send reminders | Director-at-Large, Research | 2019 |
| **2.2 Create and implement a strategy to support members to become certified and maintain certification** | **i.** Maintain membership on CNA Certification Program Advisory Committee. **a.** Review outcomes from certification workshops at annual CANO/ACIO conferences (CANO/ACIO, de Souza, CNA) to inform certification strategies. | Director-at-Large, External | 2017-2021 |
| | **ii.** Develop letter from CANO/ACIO Board congratulating signing up to write CNA exam (Oncology/ Hospice Palliative Care). <br> • Links to Partnership with de Souza. <br> • Outlines benefits to CANO/ACIO membership to maintain membership. <br> • Explore possibility of offering 25-50% discount in CANO/ACIO membership the year writing CNA exam. <br> • Articulate evidence to support certification on CANO/ACIO website. | | |
| | **iii.** Develop letter of congratulations for achieving/maintaining certification with offered discount for following year CANO Membership. | | |
| | **iv.** Highlight on website - benefits to CANO/ACIO membership to CNA continuing education hours. <br> • Incorporate tracking through member profile/portal. | | |
| | **v.** Explore exam writing at CANO/ACIO conference. | | |
| | **vi.** Explore possibility of financial support to write certification if CANO/ACIO member. | | |
| | **vii.** Develop strategies to target organizations and leaders to support nurses achieving certification. | | |

| Goal | Activity | Responsible Party | Timeline |
|------|----------|-------------------|----------|
| **2.3**<br>**Develop process to ensure strong alignment between annual conference, strategic plan priorities and board-sponsored workshops** | **i.** Board to identify key strategic priorities to be reflected in conference theme.<br><br>**ii.** Each year, map potential board sponsored workshops on key strategic priorities.<br><br>**iii.** Develop decision tree to set board sponsored workshop priorities for inclusion in conference. | President | 2018-2021 |
| **2.4**<br>**Develop and implement a process to anticipate and respond to issues that are emerging from practice** | **i.** Establish best practices for staying current on trends from other organizations (e.g. Oncology Nursing Society and Canadian Association of Psychosocial Oncology, CPAC).<br><br>**ii.** Establish best practices and put in place process for monitoring and responding to social media regarding trends and issues.<br><br>**iii.** Establish process for bi-yearly connection with key opinion leaders to solicit trends and issues for CANO/ACIO to address.<br><br>**iv.** Ensure a question about priorities issues from practice is embedded in the yearly membership survey.<br><br>**v.** Build this into the operating calendar annually.<br><br>**vi.** Vice President is responsible to present the top priorities to Board to assess if new resources/standards/policy briefs are required.<br><br>**vii.** If Board supports need for new resources/standards, then next identify which board member is most appropriate to lead work (based on topic).<br><br>**viii.** Create working group as required.<br><br>**ix.** Create new resources/standards.<br><br>**x.** Work with Director-at-Large, Communications and CANO/ACIO Head Office to identify best approach to ensure members are aware of new resources/standards. | Vice President | 2019 |
| **2.5**<br>**Develop and implement a process for routinely updating CANO resources** | **i.** Develop list of current Standards and Competencies, Position Statements and other resources.<br><br>**ii.** Complete environmental scan of sister organizations for any existing policies that can inform a draft policy for CANO.<br><br>**iii.** Establish small working group from Board and CANO/ACIO Head Office to inform draft policy.<br><br>**iv.** Develop policy for Updating CANO Standards and Competencies, Position Statements, Education and other resources and bring to Board for approval. | Director-at-Large, Professional Practice | 2018 |

| Goal | Activity | Responsible Party | Timeline |
|---|---|---|---|
| **2.6 Develop a process for prioritizing the creation of new member resources** | **i.** Perform environmental scan of other organizations for relatable process or policy. | Director-at-Large, Professional Practice | 2018 |
| | **ii.** Draft overarching policy that includes:<br>• Process for identifying new resources that are being suggested (by members, Board etc.) in line with strategic planning.<br>• Process for vetting new resources that are brought to CANO for development, support or endorsement.<br>• Process for Board review of requests for new Standards and Competencies or Position Statements not in line with strategic plan identified resources but may have urgent risk/need for new practice. | | |
| **2.7 Support research networks (e.g. CANO Research Committee; CANO Doctoral Student network) and facilitate opportunities for building capacity in research/QI/change management/ knowledge translation** | **i.** Organize research workshop at annual conference. | Director-at-Large, Research | Ongoing |
| | **ii.** CANO annual research proposal award. | | |
| | **iii.** Write Research Reflection articles for CONJ twice a year. | | |
| | **iv.** Maintain research webpages. | | |
| | **v.** Organize regular meetings of Research Committee and Doctoral Student network. | | |
| **2.8 Develop framework for Oncology nursing roles/ competencies** | **i.** Adoption of EdCan Framework. | Director-at-Large, Professional Practice | 2017-2018 |
| | **ii.** Establish high level working group to develop Project Workplan and Charter for development of briefing Ddocument to accompany EdCan Framework. | | |
| | **iii.** Review Project Workplan with Board for approval. | | |
| | **iv.** Establish additional working groups in line with the Workplan. | | |
| | **v.** Draft Briefing Document articulating Nursing Roles across EdCan Framework. | | |
| **2.9a Evaluate the utility/ uptake of existing CANO resources (e.g. new radiation standards)** | **i.** Determine what should be evaluated, how the evaluation will be used to inform changes, and how to communicate back to members. | Director-at-Large, Research | 2019 |

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|------|----------|-------------------|----------|
| **2.9b**<br>**Identify priority areas for new resource creation** | **i.** Establish inventory of CANO resources & stage of development; obtain member feedback on priorities. | President | 2017-2021 |
| **2.10**<br>**Develop leadership strategy and action plan** | **i.** Establish working group to develop leadership strategy. The leadership strategy will include:<br>• Purpose, objectives, outcomes/goals, proposed strategies, metrics; leadership pathway.<br>• On/offboarding policies as in 4.A.1.<br>• Establish opportunities to develop LEADs competencies for members (e.g. workshops, webinars, community of practice, etc.); consider unique strategy for student members/potential members (overlap with pillar 1.3b).<br>• Explore and/or establish leadership bursaries/scholarships/research grants.<br>• Develop or extend partnerships with other organizations to develop leadership capacity and policy influence (as in last bullet)<br>• Develop collective voice for policy influence. | President | 2017-2021 |
| **2.11**<br>**Update CANO Survivorship Module/resources (2011)** | **i.** Obtain approval from Board.<br><br>**ii.** Formalize partnership with PMH Education Department and Karine Biladeau/Quebec Chapter<br><br>**iii.** Develop project charter, deliverables and budget.<br><br>**iv.** Secure funds.<br><br>**v.** Engage survivorship SIG and original authors to develop conceptual framework, identify gaps, and update/write new content.<br><br>**vi.** Work with PMH e-learning education department to develop e-learning modules.<br><br>**vii.** Explore opportunities to also develop patient education resources.<br><br>**viii.** Work with Karine Bilodeau (CIHR research study) and Quebec Chapter to develop French resources/translated modules.<br><br>**ix.** Evaluation plan and metrics. | Director-at-Large, Education | 2017-2021 |

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# Strategic Priority #3:
## Be a Strong Collective Voice for Oncology Nursing

As a national organization representing nurses in a variety of roles and organizational settings who care for patients with cancer, CANO/ACIO aims to provide a strong, collective voice for oncology nursing in Canada and beyond. CANO/ACIO believes that Canadians living with cancer should have access to oncology nursing care, as part of a high quality cancer care system and will actively advocate for the same. CANO/ACIO also aims to develop leadership capacity within CANO/ACIO members, empowering them to advance oncology nursing practice and transform cancer care environments.

| Goal | Activity | Responsible Party | Timeline |
|---|---|---|---|
| **3.1 Establish and embody a "strong collective voice"** | **i.** Determine "lens" for this pillar: the association (CANO/ACIO) and/or oncology nursing or will it be both? | President | 2018 |
| **a. Define "a strong collective voice"** | **i.** Define "strong", "collective" and "voice" - may include a proposition statement about the collective voice of CANO/ACIO. | President | 2018 |
| **b. Establish key messages** | **i.** Develop strategy that identifies CANO/ACIO's foundational/key/ongoing messages (e.g. oncology nursing as a specialty; specialized oncology nurse education required, etc.). | President | 2018 |
| **c. Determine what audience(s) need to receive which messages** | **i.** Develop new position statements to support key messaging/branding "strong collective voice". | President | 2018 |
| **d. Utilize expertise of CANO membership to participate in messaging and its delivery** | **i.** Link with process established in b. | President | 2018 |
| **3.2 Utilize effective, timely and relevant vehicles/strategies to convey messages** | **i.** Review current strategies for CANO/ACIO-related communication (e.g. CON-J, e-newsletter, social media, etc.) in regards to timely, effective and relevant strategies for messaging.<br><br>**ii.** Determine if we establish a new sub-committee or utilize CANO/ACIO executive as the reference and review group. | Director-at-Large, Communications | 2018 |

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| Goal | Activity | Responsible Party | Timeline |
|---|---|---|---|
| **a. Sustain a scholarly journal for cancer nursing and continue to align with rapid changes in publishing world** | **i.** Continue to evaluate uptake of journal content. | Canadian Oncology Nursing Journal Editor-in-Chief | 2018 |
| | **ii.** Consider adding early view e-pubs to shorten time to publication. | | |
| | **iii.** Explore cost neutral or mitigating options to ensure journal is as cost effective as possible. | | |
| | **iv.** Explore options for French translation that is cost neutral or as cost effective as possible. | | |
| **3.3 Evaluate the success of messaging utilized by CANO to deliver effective, timely and relevant messages to members/audience** | **i.** Clarify definitions and conditions for partnerships, collaborations, joint initiatives, MoUs, etc. | Director-at-Large, Research | 2019 |
| | **ii.** Establish a standardized approach for engaging with existing external partners.<br>• Review and revise/strengthen current MoUs (ISNCC, ONS, CNSA, de Souza, CAPO) to effectively align with CANO strategic plan. | | |
| | **iii.** Establish a standardized criteria/policy for engaging with new external partners.<br>• Determine key external organizations to approach for MoU/ Collaborations/partnerships. | | |
| | **iii.** Establish templates and process for documenting, monitoring and evaluating MoU/Collaborations/partnerships. | | |
| | **iv.** Develop reporting/communication process to alert membership and key stakeholders of key  MoU action items completed (e.g. joint position statements, joint symposia, joint articles, sharing of educational resources, etc.). | | |
| | **v.** Maintain and strengthen collaboration/partnership with CNA to amplify oncology nurses' voice.<br>• Identify specific strategies related to certification.<br>• Identify specific strategies related to a palliative approach to care.<br>• Identify other key areas within which to work with CNA. | | |

| Goal | Activity | Responsible Party | Timeline |
|---|---|---|---|
| **3.5**<br>**Develop structure for rapid response to media and developing policy briefs** | **i.** Develop process for monitoring social and traditional media for emerging issues. | President | 2019 |
| | **ii.** Develop process and accountabilities for responding to issues within social and traditional media. | | |
| | **iii.** Create strategy for developing, reviewing and advancing policy briefs/communication template for emergent issues. | | |
| | **iv.** Develop strategy that includes criteria to prioritize topics for policy briefs. | | |
| | **v.** Develop policy brief template. | | |
| | **vi.** Depending on topic, Identify key stakeholders who would be crucial for disseminating and/or implementing policy brief. | | |
| | **vii.** Create web distribution list for distribution of policy briefs (each policy brief may have some variability in its distribution depending on topic). | | |
| | **viii.** Creation of section of website to post policy briefs. | | |
| **3.6**<br>**Develop an International strategy and plan** | **i.** Workshop at CANO 2017 to vet a position statement, terms of reference, member engagement strategy, refine 4-phased framework for CANO's international engagement. | President | 2017-2021 |
| | **ii.** Raise awareness and engagement among members/non-members through multilayered strategies addressing individuals, chapters, employers, and national and international organizations. | | |
| | **iii.** Explore potential partnership with Aga Khan University/Cancer Centre in Nairobi, Kenya to pilot a project where CANO nurses provide education support to develop oncology nursing knowledge and skills in Aga Khan nurses. | | |

# Strategic Priority #4:
## Optimize Organizational Processes and Outcomes

As an organization that continues to grow its programs, resources, and influence, CANO/ACIO will focus on optimizing capacity for growth and demonstrating its impact through improved processes and measurable outcomes. As a member driven organization, CANO/ACIO recognizes its responsibility to optimize the functioning of the organization to ensure maximum return on investment for members.

| PRIORITY 4A BOARD ACTIONS | | | |
|---|---|---|---|
| **Goal** | **Activity** | **Responsible Party** | **Timeline** |
| **4.A.1 Implement and evaluate onboarding and offboarding pathways a) Board members b) Chapter president and SIG chairs** | **i.** Revise draft on/offboarding policy for board. | President | 2018 |
| | **ii.** Develop on/off boarding policy for Chapter presidents and SIG chairs. | | |
| **4.A.2 Identify and implement technologies to improve virtual meeting productivity** | **i.** Research new and existing technology/capabilities (e.g. screen sharing). | Executive Director | 2017-2018 |
| | **ii.** Evaluate options. | | |
| | **iii.** Trial selected option. | | |
| | **iv.** Assess selected option. | | |
| | **vi.** Implement recommendations. | | |
| **4.A.3 Develop process to increase Board awareness of each other's work** | Develop criteria and process to communicate progress on strategic plan deliverables at the Board and Executive Committee meetings. | President | 2018 |

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| Goal | Activity | Responsible Party | Timeline |
|------|----------|-------------------|----------|
| **4.A.4 Develop workflow pathway across Board Portfolios/ Committees showing the progression of projects** | **i.** Create a concept map of collaborative work on common topics/issues across Board portfolios to increase awareness of/visualize workflow. | Vice President | 2017 |
| | **ii.** Present concept map to the BOD and collect feedback on the fit. | | |
| | **iii.** Edit as required to more fully capture the collaborative process between portfolios. | | |
| | **iv.** Include in job description of each BOD position. | | |
| | **v.** Post to virtual board room or to website. | | |
| **4.A.5 Create template and process for development, implementation, evaluation of uptake and communication for guidelines/ standards and new resources** | **i.** Use previous project director Standards and Competencies workplans to develop process for Standards and Competencies development. | President | 2017-2021 |
| | **ii.** Use insights from previous/current Board members involved in development of Standards and Competencies to create/refine process. | | |
| | **iii.** Use existing Standards and Competencies to create template. | | |
| | **iv.** Determine what should be evaluated, how the evaluation will be used to inform changes, and how to communicate back to members. | | |
| **4.A.6 Develop decision making algorithm for assigning "new work/initiatives" to CANO/ACIO Head Office** | **i.** Make Board aware about CANO/ACIO Head Office contracted hours and status. | Treasurer | 2018 |
| | **ii.** Take recommendations to the Board. | | |
| **4.A.7 Develop process for maintaining and archiving shared Board documents** | **i.** Identify and catalogue shared Board documents (governance manual, operating calendar, policy manual, etc.). | Executive Director | 2019 |
| | **ii.** Review relevant policies for existing processes (e.g. TOR policy). | | |
| | **iii.** Develop policy or individual policies for maintenance of Board resources. | | |
| | **iv.** Update operating calendar to reflect maintenance process. | | |
| | **v.** Update archive policy to reflect archiving of Board shared documents. | | |

| PRIORITY 4B  OPERATIONAL FUNCTION | | | |
|---|---|---|---|
| **Goal** | **Activity** | **Responsible Party** | **Timeline** |
| **4.B.1 Update Conference Planning Steering Committee (CPSC) manual to reflect conference redesign and alignment with new strategic plan** | **i.** Review CPSC manual for alignment with new strategic plan. | Director-at-Large, Education | 2018 |
| | **ii.** Revise the manual as required. | | |
| | **iii.** Have modifications reviewed by the Executive. | | |
| | **iv.** Publish the new manual on the website. | | |
| **4.B.2 Develop manual to support the Endorsement Program** | **i.** Review existing endorsement guidelines. | Vice President | 2018 |
| | **ii.** Outline components needed to complement existing policy (i.e. template letters, process, criteria, etc.). | | |
| | **iii.** Use archives to create missing components. | | |
| | **iv.** Update endorsement policy to include process for not for profit organizations. | | |
| **4.B.3 Develop and implement a business model to support CANO's activities** | **i.** Create working group. | Treasurer | 2018 |
| | **ii.** Create business development plan for CANO's existing programs/ revenue streams. | | |
| | **iii.** Identify and evaluate new revenue generation strategies. | | |
| | **iv.** Start to implement strategies. | | |
| **4.B.4 Establish targets/outcome measures for each strategic plan pillar** | **i.** Finalize strategic action plan. | Director-at-Large, Research | 2018 |
| | **ii.** Identify key targets / outcome measures for each pillar (e.g. increase membership by X by 2019, retain X members by 2019, grow social media reach X% each year, increase awareness of CANO provincially and nationally at X new organizations, indicators for member-ascribed value of CANO). | | |
| | **iii.** Report on targets. | | |

| Goal | Activity | Responsible Party | Timeline |
|---|---|---|---|
| **4.B.5 Examine Board/ SIG/Chapters/ Committee structures and portfolios and adjust to optimize alignment with new strategic plan** | **i.** Conduct current state assessment with current committee/SIG co-chairs to understand current structures, challenges, strengths and opportunities for restructuring. | Director-at-Large, Membership | 2018 |
| | **ii.** Explore Committee/SIG structures in similar organizations for potential adoption of best practices. | | |
| | **iii.** Discuss findings of current state assessment at Council of SIGS and Chapters meeting at CANO conference. | | |
| | **iv.** Present recommendations for restructuring to groups. | | |
| | **v.** Secure endorsement for restructuring from group. | | |
| | **vi.** Proceed with restructuring that was agreed upon. | | |
| | **vii.** Revise committee/SIG governance structures and documents. | | |
| | **viii.** Revise handbooks/other resources. | | |
| | **ix.** Identify and put in place strategies and resources to support committee and SIG chairs to provide leadership. | | |
| **4.B.6 Examine and establish revised chapter governance structures** | **i.** Environmental scan on current chapter structure(s). | President | 2018 |
| | **ii.** Environmental scan of similar organizations' chapter governance best practices. | | |
| | **iii.** Get legal and Association Executive input on risk vs benefit of various potential structures. | | |
| | **iv.** Establish working group and engage chapters to put in structure that minimizes risks, promotes optimal automony, and minimizes paper work. | | |
| | **v.** Determine if bylaw change, additional policy, and/or insurance is needed | | |
| | **vi.** Develop and implement evaluation plan with key metrics. | | |
| | **vii.** Communicate chapter governance structure changes to members, including at AGM. | | |
| | **viii.** Identify and put in place strategies and resources to support chapter execs to implement new chapter governance structures. | | |

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| PRIORITY 4C COMMUNICATIONS AND MARKETING | | | |
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| **Goal** | **Activity** | **Responsible Party** | **Timeline** |
| **4.C.1 Develop internal and external communications plan** | **i.** Update external communications plan and finalize matrix. | Director-at-Large, Communications | 2018 |
| | **ii.** Link technology to communications and marketing plans. | | |
| **4.C.2 Create marketing plan including outcome measures** | **i.** Create marketing plan that includes value proposition for each of CANO's programs. | Director-at-Large, Communications | 2019 |
| | **ii.** Create goals/objectives for each program tied to its value proposition. | | |
| | **iii.** Establish outcome measures and metrics that measure the effectiveness of CANO in meeting those goals. | | |
| | **iv.** Report on outcome measures on an annual basis. | | |
| **4.B.3 Develop and implement a business model to support CANO's activities** | **i.** Create working group. | Treasurer | 2018 |
| | **ii.** Create business development plan for CANO's existing programs/revenue streams. | | |
| | **iii.** Identify and evaluate new revenue generation strategies. | | |
| | **iv.** Start to implement strategies. | | |
| **4.C.3 Optimize website** | **i.** Consolidate two web platforms into one.<br>• Catalogue content/resources on PencilNeck platform.<br>• Assess needs in moving to YourMembership.<br>• Transfer content/resources to YourMembership platform.<br>• Update website design of final website. | Executive Director | 2017 |
| | **ii.** Update navigation structure. | | |
| | **iii.** Identify options for maintaining French content given the cost and labour implications.<br>• Present options to Quebec Chapter.<br>• Implement selected option. | | |
| | **iv.** Identify and implement additional improvements (e.g. mobile-adaptive, website template to improve navigation, etc.). | | |
| | **v.** Inform members about updated site and features, and offer an opportunity to provide feedback. | | |

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| Goal | Activity | Responsible Party | Timeline |
|------|----------|-------------------|----------|
| **4.C.4 Streamline technology use** | **i.** Catalogue technologies in use. | Executive Director | 2018 |
| | **ii.** Catalogue current uses and available functionalities of technologies used (including YM). | | |
| | **iii.** Identify redundancies/inefficiencies and differentiate between value-add and non-value-add uses/functionalities/technologies. | | |
| | **iv.** Investigate new technologies that could address current uses/needs and redundancies/inefficiencies. | | |
| | **v.** Develop plan to eliminate redundancies/inefficiencies. | | |
| | **vi.** Implement plan. | | |
| **4.C.5 Develop a sustainable funding model for webinars** | **i.** Explore options to support the CANO webinar program that is cost effective, accessible, and can support oncology nurses' learning. | Treasurer | 2018 |