

STRATEGIC PLAN

2014 -2018



In early 2013, the Board of Governors identified the need to develop a new strategic plan for the organization. The current mission and goals of the CMSC were last updated and reviewed in 2003. In the past decade, the field of MS care has changed dramatically. A strategic planning process affords the organization an opportunity to ensure that the current goals and mission of the organization are timely, relevant and most importantly, reflects the professional and clinical needs and concerns of the CMSC membership.

Prior to 2014, the mission of the Consortium of MS Centers was:

1. Stimulating and facilitating research in the field of MS
2. Developing vehicles to share information and knowledge among CMSC members and the health care community, for the benefit of those affected by MS
3. Developing and implementing mechanisms to influence health care delivery
4. Partnering with other organizations to accomplish the above.

The goals of the CMSC were to:

1. Improve connection and involvement of our interdisciplinary membership (i.e., new members, Special Interest Groups, and emerging bodies within the CMSC)
2. Solicit a variety of new CMSC projects that advance our mission, in the areas of clinical care, education, advocacy and research.
3. Build external relations with supporters, partners, and other professional organizations that have mutual or supportive mission statements.
4. Develop an international presence, to broaden the base of contacts, for the benefit of CMSC members, persons with MS and their families
5. Continue advocacy role to influence healthcare policy/delivery.
6. Disseminate information about MS care throughout the world
7. Serve as a role model for professional organizations serving those with chronic illness or disability.
8. Strengthen the organizational structure and financial base.

It is important to note that over the past decade, the majority of these goals have been achieved. A new strategic plan will move the organization to the next level. A management consultant was contracted to assist the Board in the development of a strategic plan for 2014—2018. A special two-day meeting of the Board of Governors was convened in March 2013 in Miami to begin the participative process of reviewing current goals and initiatives, identifying weaknesses,

STRATEGIC PLAN

2014 -2018

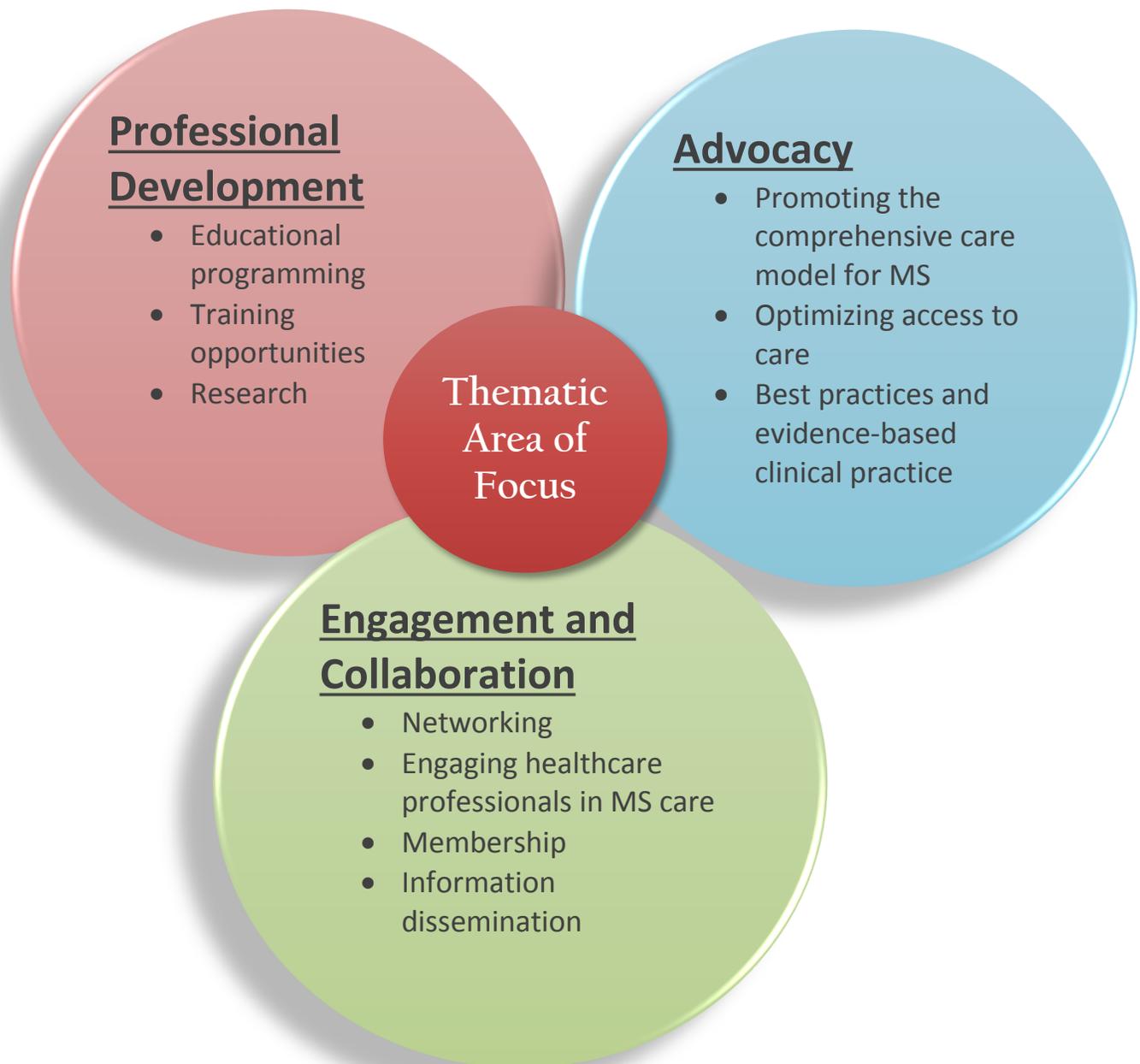


opportunities and threats and developing new strategic directions for the CMSC. The meeting yielded the identification of new organizational priorities which were deemed critical if CMSC is to continue to effectively represent and advocate for health care professionals and to continue to advance the quality of MS care for those living with MS. In the summer of 2013, Board members participated in an online survey in which Board members identified the specific strategic objectives to be considered for inclusion, within the newly identified priority areas. The Board of Governors reconvened in November of 2013 for the purpose of completing the detailed strategic plan. A consensus development process resulted in the identification of three (3) primary goal or theme areas, specific objectives to be achieved within each goal areas, and specific strategies, metrics and resources required to ensure effective implementation of each initiative.

An effective strategic plan is implemented and executed at both the strategic and operational levels. Thus, following approval of the finalized strategic plan, an operational business plan is developed and submitted for approval by the Board of Governors for each fiscal year included within the strategic plan time frame. An operational business plan outlines the process steps required in order to incrementally achieve the strategic goals over the stated five-year period. The operations of CMSC directly support and are accountable to the Board for the achievement of the organizational strategic plan. Specific financial and physical resources required, metrics and milestones to be achieved will be identified, tracked and reported to the Board annually to ensure continued progress toward the achievement of the stated goals.

Thematic Areas of Focus

The Board of Governors survey resulted in the identification of three high priority categories for the strategic plan:



STRATEGIC PLAN

2014 -2018



The Board members developed strategic objectives within each thematic area. After development of the strategic objectives, the plan was further developed to include metrics, important milestones, required resources and identification of advocates and strategic champions (Board members) to lead each objective.

Professional Education and Research/Professional Development

Initially defined as education and training, Board members felt that either Professional Development or Professional Education and Research better defined the goal area.

Seven specific objectives were identified as priority initiatives:

Specific Objectives

Specific Strategies to be Employed

Expand and improve educational programming

- *Expand interdisciplinary educational programming*
- *Further develop programming to address all levels of educational needs*
- *Develop and launch campaigns to facilitate ease in acquiring CMSC CE credits and certifications*
- *Expand promotional efforts to build broader awareness of the educational opportunities*

Develop and advance best practices in MS care

- *Better define the comprehensive care model: organize a consensus conference to review and update best practice guidelines related to the comprehensive care model*
- *Promote best practice through dissemination of guidelines including but not limited to posting on the CMSC website, use of the IJMSC and other CMSC publications and presenting best practice standards at annual and regional meetings*
- *Work in partnership with other organizations to develop and validate outcome measures that ensure optimal quality of care*

STRATEGIC PLAN

2014 -2018



THE CONSORTIUM OF
MULTIPLE SCLEROSIS CENTERS

Specific Objectives

Specific Strategies to be Employed

Expand training opportunities for healthcare professionals

- *Identify additional funding sources to enable expansion of opportunities*
- *Evaluate the feasibility of endowing scholarship awards*
- *Increase networking opportunities*
- *Expand MS fellowships by 10% annually*
- *Expand mentorship training and specialized MS educational programs for students, residents, fellows and trainees across all MS disciplines*
- *Expand promotional efforts to disseminate information that supports the value of training, mentorship and fellowship opportunities to attract more new or existing healthcare professionals to seek out these opportunities*

Establish a formalized career mentorship program through the Foundation of CMSC

Increase the science content in educational programming, including but not limited to the annual meeting

- *Engage new research scientists and healthcare professionals to contribute to the scientific content of all programming with a focus on translational science*
- *Broaden scope of meeting faculty to include other less-represented disciplines such as pharmacists, health economists, health policy experts, biostatisticians, epidemiologists and neuropsychologists*
- *Publish outcomes research in review within three (3) months of publication by board members or others to increase awareness of new research articles and broaden understanding of research among all disciplines*

STRATEGIC PLAN

2014 -2018



Specific Objectives

Specific Strategies to be Employed

Utilize NARCOMS as a valuable training platform for healthcare professionals and researchers

- *Develop and launch a training program for researchers and healthcare professionals in NARCOMS with first trainee in 2015*
- *Financially stabilize NARCOMS; consider establishment of an endowment or identify other alternatives*

Expand opportunities for funding of start-up or pilot research projects in MS while concurrently seeking to enhance the quality of applications

- *Enhance the quality of research applications through dissemination of the standards by which projects are judged*
- *Complete a post-hoc analysis of prior funding outcomes*
- *Increase funding by one project per year*
- *Stimulate additional funding*
 - ✓ *Consider the feasibility of endowing the research program*
 - ✓ *Hold discussions with pharmaceutical organizations that have previously supported research*
- *Engage in new marketing and promotional opportunities to increase awareness of the available awards*
- *Provide additional support to the Foundation of the CMSC (FCMSC) to further empower the organization to attract and retain research projects that contribute to the MS workforce of the future*

STRATEGIC PLAN

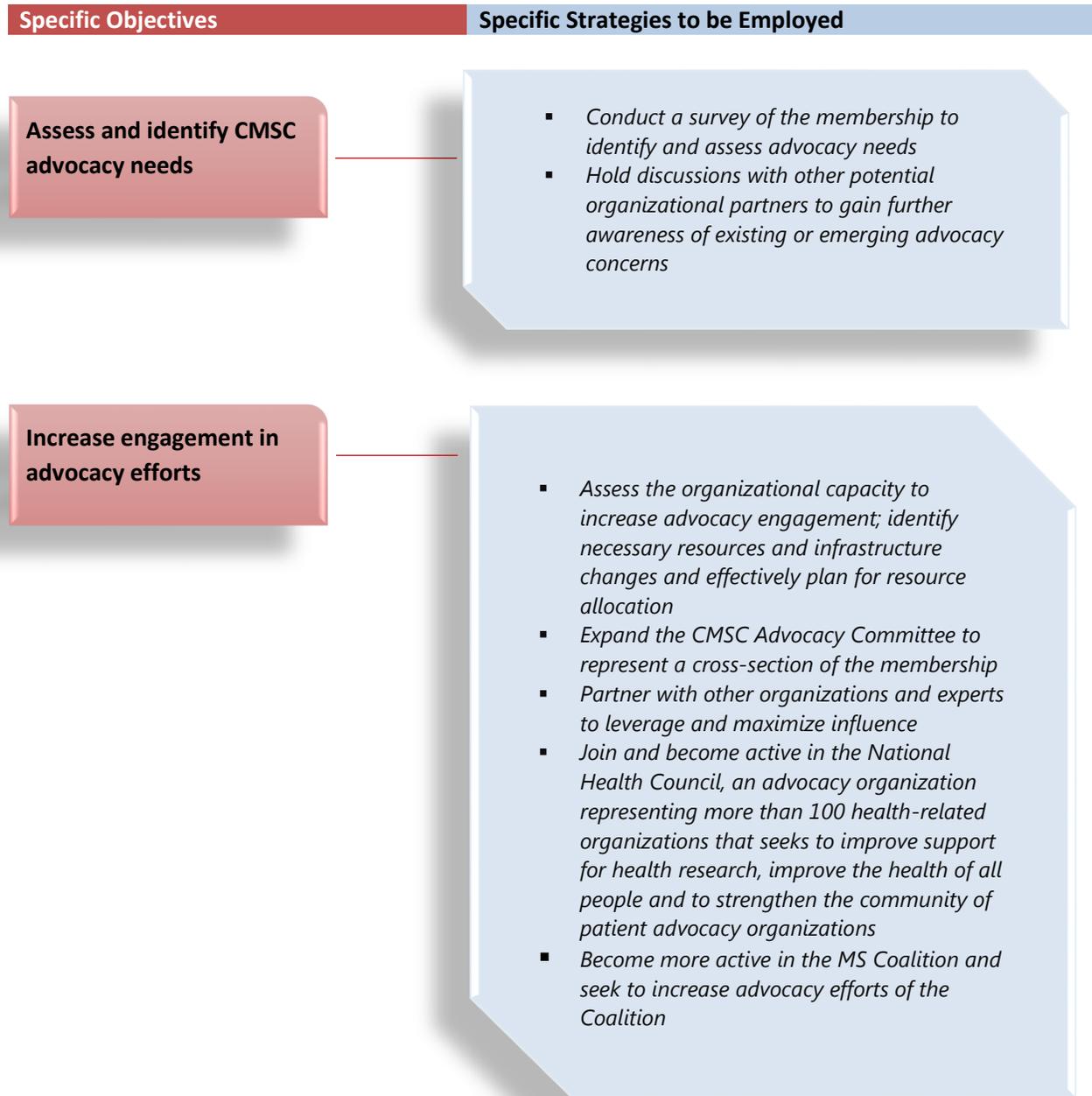
2014 -2018



Advocacy

The Board determined that the organization needs to increase its advocacy efforts on behalf of its membership.

Specific strategic objectives identified:



STRATEGIC PLAN

2014 -2018



Specific Objectives

Specific Strategies to be Employed

Promote the benefits of the comprehensive MS care model

- *Strengthen existing and form new strategic alliances to collaborate with other professional organizations to promote the MS comprehensive care model*
- *Identify and promote research opportunities to validate the comprehensive care model*
- *Complete research and report findings of the benefits of the comprehensive care model and disseminate evidence of benefit to CMSC members, healthcare professionals and researchers at large*
- *Partner with NARCOMS to develop and validate outcome measures for comprehensive MS care*
- *Identify and promote awareness of the existing and potential future barriers to high quality and comprehensive MS care*
- *Increase patient involvement in MS advocacy*

Engagement and Collaboration

The Board identified the need for CMSC to increase its efforts to promote the value of CMSC membership and to engage in the expansion of its membership. The following objectives were identified to support the aim of increasing membership by 10%:

Specific Objectives

Specific Strategies to be Employed

Assess members' perceived benefits of CMSC membership

- *Perform a membership survey to assess members' perceived benefits*
- *Advertise member benefits to the MS healthcare and research community to engage others*

STRATEGIC PLAN

2014 -2018



Specific Objectives

Specific Strategies to be Employed

Promote the value of CMSC and increase the visibility of the organization

- *Hire a marketing consultant who will:*
 - ✓ *Create and disseminate monthly press releases highlighting the outcomes of CMSC*
 - ✓ *Develop relationships with press representatives for increased exposure*
 - ✓ *Develop effective mechanisms for disseminating breaking NARCOMS information to the MS community*

Develop and implement effective steps and guidelines for dissemination of knowledge from professionals to patients and families.

Develop and launch a broad engagement campaign for healthcare professionals to join the MS workforce

- *Collaborate with other MS organizations to support efforts to engage more healthcare professionals*
- *Promote membership in CMSC through partnerships with other organizations serving healthcare professionals*

Implementation of the Strategic Plan

At the March 2014 Board meeting, the draft strategic plan was reviewed and discussed by the Board. The Board identified board members to serve as strategic champions for each strategic objective. Due to the large number of strategic objectives approved for the five year plan, a recommendation was adopted to develop targeted priorities for the next two years, 2014 and 2015, in order to ensure adequate attention and resources are garnered for the approved short-term objectives and strategies.

The Board provided final approval of the strategic plan and the targeted priorities for years 2014 and 2015 in May 2014. The Administration of CMSC works closely with the board champions and CMSC advocates to develop and implement the 2014-2015 operational business plans.

In order to ensure successful implementation and continued progression of both the strategic and the operational plans, metrics will be collected, tracked and analyzed. Reporting of metrics to the Board and the Executive Committee will be completed quarterly.