



2023-26 STRATEGIC PLAN

Prepared and presented: October 2023

**Baby's Breath/Souffle de Bébé
2023-2026 Strategic Plan**

BACKGROUND: In the spring of 2019, the Board engaged the services of consultant Liz Palmieri to work with them on the development of a three-year strategic plan. The process included surveying the board and staff, reviewing the previous strategic plan, utilizing the results and conclusions of the SIDS/SUDC Family Experience Study undertaken in 2019 by the BC Children's Hospital and considering current projects under development in 2019. The vision, mission and core values were also reviewed to see if they are still in alignment with the organization's direction. This review resulted in a minor change to the mission.

VISION: To end all sudden unexpected infant deaths and stillbirths

MISSION: We advocate for and encourage research, share information and provide bereavement support to families.

CORE VALUES:

- Compassion
- Respect
- Accountability and Transparency
- Inclusiveness
- Engagement
- Trust
- Support

The strategic plan on the following page reflects three priorities:

- Prevent future deaths
- Become a Centre of Excellence
- Ensure an effective and sustainable organization

In 2020 Baby's Breath faced a new challenge, global pandemic. The pandemic lasted 2 years and the strategic plan that was developed was put on hold. As the pandemic came to an end, interested rates started climbing. This has had a huge impact on donations to Baby's Breath. A review was done with two of Baby's Breath board members along with the Executive Director to establish another 3 year plan to develop and implement strategies to increase donors and corporate sponsors. After review of the 2020 – 2023 strategic plan it was determined that the three priorities established in 2019 still remain the same.

The 2019 plan also recognized additional human resources would be required for successful implementation of the previous plan however funding has not allowed for a contracted part-time position for a Digital Marketing/Event Coordinator. Baby's Breath will continue to apply and utilize the Canada Summer Job Grant to fund for this position.

STRATEGIC PRIORITY: Prevent future deaths			
Objectives	Milestones in 2023	Timeline	Resources
SIDS and Reducing the Risk/Safe Sleep	Research Grant Project	January - December	Grant from
	Work with PHAC on Safe Sleep Week	March 2024	SIDS & Reducing the Risk Brochure
Stillbirth – Kicks Counting	Advocate for a National Action Plan to Reduce Stillbirths in Canada	January - December	PHAC, Health Canada, SOGC
STRATEGIC PRIORITY 2: Become Centre of Excellence			
Objectives	Milestones in 2023	Timeline	Resources
Provide resources and support to families	SelfiHealth App	January - April 2024	Grant Trillium Foundation October 2023
	Bereavement Care, counselling & bereavement packages	January - December	
	Mental Health Help Line	January – December	Bell Let's Talk Grant January 2023 – Canadian Perinatal Mental Health Collaborative
STRATEGIC PRIORITY 3: Ensure an effective, sustainable organization			
Objectives	Milestones in 2020	Timeline	Resources
Develop and implement fundraising plan	Annual Signature event Wave of Light	October	Trellis.org, Virtual Event
	Bereaved Mother's Day event	May	Send a card to a Bereaved Mother
	Monthly Newsletters	January - December	
	Donor Recognition Strategy – page on website	January - December	
Social media Facebook and Instagram	Social media plan developed to engage followers and donations	January - December	
Corporate Partnerships	Identify companies with values that align with Baby's Breath. Create a Corporate Sponsorship page on website.	January - December	

APPENDIX A

Niagara Community Foundation's Governance Partners Program (GPP)

a program of risk management for Niagara's charitable sector

GPP was launched by the Foundation in 2016 and is based on a similar program offered by the Gulf Coast Community Foundation. This program is being offered to assist organizations to identify challenges they are facing with respect to their organization's governance and management and to provide expertise and resources to help charities to improve their practices in these areas. With this program charities complete the Foundation's Governance Gap Analysis tool and use the results of the analysis to put together a work plan to address the identified governance gaps. What is critical is that the Board Chair/President **and** the organizations' senior staff leadership (ex. CEO, ED, senior staff member) work on this initiative together.

The Governance Gap Analysis Tool covers five areas:

- Board governance
- Financial accountability and transparency
- Fundraising
- Staff management
- Volunteer involvement

The Governance Gap Analysis Tool is based on the Imagine Canada Standards. The Standards were developed to build excellence within Canada's charities and nonprofits through common standards of practice and to strengthen confidence in the sector. The Standards are tailored to different sizes of charities, depending on the number of staff and operating budget. Imagine Canada uses the Standards as the basis for their national accreditation program. However, there is neither an expectation nor any obligation on the part of the charity wishing to use the Governance Gap Analysis Tool to work with Imagine Canada on their accreditation program. However, if a charity is interested in this program, here is the link for more information: <http://www.imaginecanada.ca/our-programs/standards-program>

The work plan to address the governance gaps identified by the Governance Gap Analysis Tool can either be developed and implemented by a committee of the charity's board or the charity's board and staff leaders can work with the Foundation's GPP Consultants on the development and implementation of the plan to address the governance gap. In 2016 all our GPP consultants will be participating in the Imagine Canada Standards Coaches training program. The GPP consultant's fee is \$100 per hour, and the Foundation will provide the charity with a cost-sharing grant of \$50 per hour towards the proposed cost to implement the plan. The charity can access only one GPP grant annually.

The Foundation has created three versions of the Governance Gap Analysis tool as an excel spreadsheet. By completing the GPP Gap Analysis tool, organizations will have a fairly comprehensive assessment of governance practices requiring attention. The tool will also help to prioritize the importance to the organization of those practices requiring attention. (click on the link below to access the document, download a copy and save on your computer)

Organizations with up to 5 FTE employees and up to \$2 million in annual expenses.

[Level 1 \(excel\)](#)

Organizations with up to 50 FTE employees and up to \$10 million in annual expenses.

[Level 2 \(excel\)](#)

Organizations with more than 50 FTE and over \$10 million in annual expenses.

[Level 3 \(excel\)](#)