

2012-2015 STRATEGIC PLAN

OUR VISION

Life free of diabetes and all its burdens  American Diabetes Association.



*To prevent and cure diabetes and improve the lives
of all people affected by diabetes.*

OUR MISSION

Imagine the day when diabetes will be powerless. Powerless to threaten our families and communities. Imagine a future without compromise and complications. Without confusion, fear or discrimination. Imagine life free of diabetes and all its burdens.



SSION



At the American Diabetes Association®, we work each and every day with that vision in mind. We are the only organization committed to helping children and adults with all types of diabetes, as well as those at risk. Through the tireless efforts of thousands of volunteers and staff across the country, we dedicate ourselves to improving the lives of all those affected by diabetes, and to one day finding a cure.

But there is much work to be done. This burgeoning health crisis costs our nation more than \$200 billion each year. Every 17 seconds, someone is diagnosed with diabetes, a disease that kills more Americans each year than breast cancer and AIDS combined. Current estimates project that as many as 1 in 3 American adults will have diabetes by 2050. That is not a future we are willing to accept. To truly change the trajectory of this disease it will take the bold commitment of a strong, passionate network of individuals, organizations and communities united behind a single goal, to **STOP DIABETES®**.

The 2012 - 2015 Strategic Plan sets the stage for this critical work. It is a road map for success and for the progress that will change the lives of millions of Americans for the better.

This plan reaffirms our dedication to our mission and our intense resolve in the face of an escalating epidemic. It makes clear our commitment to expanding the reach and impact of our mission-critical work in the areas of diabetes research, community programs, advocacy and public awareness. Moreover, it highlights our promise to build a strong, collaborative and inclusive organization that is truly reflective of the people and communities we serve every day.

To achieve success over the course of this four-year plan we will focus our work in the following five areas:

- Improving outcomes for people with diabetes and prediabetes
- Expanding the field of diabetes research
- Giving voice to those denied their rights because of diabetes
- Heightening the nation's sense of urgency for the growing diabetes epidemic
- Building our capacity for success

The 2012 - 2015 Strategic Plan is presented on the following pages, anchored by these five focus areas. The common theme throughout the plan is impact — clearly identifying how our work can help change the diabetes landscape and get us closer to our ideal future. Measurable impact statements are highlighted within each focus area, along with the Association's relevant organizational priorities.

Improving outcomes for people with diabetes and prediabetes

*Diabetes can be devastating. But its consequences can be managed.
By improving access to culturally competent education and good diabetes care,
we can make a positive, sustained change in the quality of life for millions.
Complications can be avoided. Lives can be saved.*

By the end of 2015, people with diabetes will have measurably
improved outcomes and disparities in outcomes will be reduced.

We will evaluate progress against the following metrics as an indication of our overall impact:

- By the end of 2015, there will be at least a 5% improvement in the percentage of adults with diabetes who are aware of their diagnosis.
- By the end of 2015, there will be at least a 5% decrease in the proportion of those with diagnosed diabetes with very poor control (A1C > 9%). For low socioeconomic (Medicaid) populations, the proportion with diagnosed diabetes with very poor control will have decreased by at least 10%.
- By the end of 2015, there will be at least a 7.5% reduction in the rate of major lower extremity amputations in people with diabetes, and at least a 10% reduction in the rate in disparately affected populations.

The organization will focus on the following priorities in support of these goals:

- Launch outcomes-based community programs targeted to high risk populations by further developing strategies to measure and enhance program effectiveness.
- Cultivate strong, sustainable relationships with key organizations at the national and community level to expand the Association's reach, influence and impact among disparately affected populations.
- Increase access to quality diabetes care by successfully advocating for funding and implementation of the Affordable Care Act, Medicaid, and Medicare, in ways that best meet the needs of people with diabetes.
- Introduce targeted professional outreach and educational opportunities to improve engagement with primary care providers and diabetes educators, with a targeted focus on those that serve disparately impacted populations.

Primary prevention is crucial in the fight to Stop Diabetes. We know that outcomes can be improved and the onset of diabetes delayed or prevented by increased awareness and achievable lifestyle changes. With nearly 80 million Americans living with prediabetes, it is imperative that the Association focus resources in the area of primary prevention.

By the end of 2015, significantly more Americans with prediabetes will be aware of their condition and actively engaged in diabetes prevention.

As one way to measure our impact, we will evaluate progress against the following metrics:

- By the end of 2015, the percentage of Americans with prediabetes who are aware of their condition will double, from 7.3% to 15%.
- By the end of 2015, there will be at least a 10% increase in the percentage of people with prediabetes who report engaging in specific preventive behaviors including evidenced-based strategies such as weight control and weight loss, physical activity, and healthy eating.

The Association will focus on the following organizational priorities in support of this focus area:

- Implement a high impact national awareness campaign focusing on key prevention messages including targeted, culturally competent outreach to high-risk populations.
- Advance rapid adoption of American Diabetes Association standards of care for screening and treatment of prediabetes particularly among primary care providers.
- As part of the 2012 revision of national standards for diabetes self-management education, develop standards, review criteria and supporting tools for American Diabetes Association-recognized programs to counsel and support people with prediabetes.
- Successfully advocate for funding and accessibility of evidence-based prevention programs and for affordable diabetes screening in those with risk factors.



FOCUS
AREA:

Expanding the field of diabetes research

While the diabetes epidemic has advanced seemingly unchecked, there's been no corresponding increase in funding for diabetes research. The Association will not falter in its efforts to aggressively advocate for more federal funding across the full spectrum of diabetes research, and we will continue to identify ways to strengthen and expand all elements of our research program.

By the end of 2015, the field of diabetes research will have expanded to accelerate progress toward a cure and improved treatments.

To measure our impact, we will evaluate progress against the following metrics:

- By the end of 2015, there will be an increase of 15% in the number of American Diabetes Association career development award recipients who subsequently receive federal funding in the field of diabetes research.
- By the end of 2015, federal funding for diabetes research will be greater than 2011 levels, better reflecting the rapid growth of the diabetes epidemic.
- By the end of 2015, as we achieve success in the Strategic Plan, the American Diabetes Association will increase funding for diabetes research, compared to 2011.

The organization will focus on the following priorities in support of these goals:

- Introduce a formalized mentorship/career skills program to better prepare Association grant recipients to successfully compete for federal research dollars.
- Successfully advocate for increased funding for diabetes research and programs across relevant federal agencies.
- Establish and implement the Pathway to a Cure research program and support the first phase (class) of Pathway investigators.
- Expand the core research program to enable support of high quality and innovative basic, clinical and translational science across the full spectrum of diabetes research and to attract new talent into the field of diabetes research.



Giving voice
to those
denied
their rights
because
of diabetes

Managing the health demands of diabetes is enough to deal with. People living with it shouldn't have to deal with unfounded and uninformed discrimination as well. By zealously advocating for the rights of those with diabetes at all levels, we can help ensure that they don't have to.

By the end of 2015, substantially more children and adults with diabetes will be living free from the burden of discrimination.

To gain a measure of our overall progress, the Association will evaluate the following metrics:

- By the end of 2015, increase the number of states that have adopted policies adhering to the main tenets of our Safe at School program by 12.
- By the end of 2015, there will be a minimum 25% increase in utilization of the Association's resources to protect people with diabetes from discrimination.

The organization will focus on the following priorities in support of these goals:

- Accelerate advocacy and communications efforts in targeted states to ensure passage or protection of Safe at School legislation, regulations and policies.
- Grow the number of trained advocates to educate people with diabetes about their rights and assist those facing discrimination.
- Implement a coordinated strategy to feature legal advocacy resources and speakers at Association events across the country.
- Launch a targeted promotional campaign to increase awareness and utilization of the Association's legal advocacy materials and services.

Heightening
our nation's
sense of
urgency for
the growing
diabetes
epidemic

How do we tackle the misinformation, malaise and lack of respect for this devastating disease? By further mobilizing those who already care, and sending a wake up call to the masses who don't. Because stopping one of the most serious health threats facing our nation is something everyone needs to take seriously. Now.

By the end of 2015, significantly more Americans will be knowledgeable about the impact of diabetes on our country, and will have demonstrated a willingness to engage in the cause.

We will evaluate progress against the following metrics to gain insight into our broader impact:

- By the end of 2015, there will be a 50% improvement in overall awareness of the diabetes crisis and the American Diabetes Association's efforts to Stop Diabetes.
- By the end of 2015, there will be a significant increase in the percentage of Association constituents who engage with the organization through multiple touch points.

The organization will focus on the following priorities in support of these goals:

- Attain widespread recognition for the Stop Diabetes movement through the effective combination of national marketing communications efforts and local grassroots promotions.

- Increase sophistication of targeted online communications strategy to improve overall constituent engagement and grow online revenue.
- Implement new tools and resources to enable local markets to effectively market and publicize the Association, our events and our mission impact at the community level, with an emphasis on increasing engagement levels within disparately affected populations.
- Identify and leverage at least one high visibility promotional opportunity annually to drastically increase the Association's reach beyond our own resources.



FOCUS
AREA:

Building our capacity for success

The burden of diabetes has never been heavier, and the need for American Diabetes Association resources, programs and services has never been more crucial. As the premier diabetes organization in America, we must rise to meet this challenge head on.

By the end of 2015, the Association will have achieved significant revenue growth in support of its diverse mission activities and an optimal level of financial stability.

To measure our success in this area, we will evaluate progress against the following metrics:

- Total revenue for the period of 2012 - 2015 will meet or exceed \$1 billion.
- By the end of 2015, the Association will reduce the percent of total expenses spent on direct fundraising activities from 19.3% to 17%.
- Financial reserves will reach and be maintained at 25% - 40% in accordance with organizational policy.

The organization will focus on the following priorities in support of these goals:

- Achieve revenue growth for special events that will outpace that of the overall Association, fueled by accelerated growth of our signature campaigns.
- Execute a comprehensive, coordinated constituent engagement strategy to increase loyalty and lifetime value of donors and event participants.

- Successfully implement and manage the Pathway to a Cure campaign to realize significant revenue growth to launch the next generation of diabetes researchers.
- Grow publications revenue through the expansion and diversification of product offerings with a focus on digital products and channels.
- Generate significant funding to support local and national mission activities through an aggressive, nationally coordinated strategy to secure grant funding.

To successfully rise up to meet this challenge and ultimately change the tide, we must find the most efficient organizational strategies to reach across and engage all stakeholders, carry out our mission and advance the movement to Stop Diabetes.

By the end of 2015, the Association's infrastructure and resources will be optimized to successfully support all mission and revenue generating activities.

We will assess progress against the following metrics to validate our successes in this area:

- In 2015, volunteer diversity representation will be more reflective of the populations we serve.

- Continual year-over-year improvement in scores from Community Leadership Board self-assessments.
- In 2015, retention rate for key staff will be consistently equal to or greater than the best-in-class standard of peer organizations.

The organization will focus on the following priorities in support of these goals:

- Implement strategies to increase the diversity of the Association's workforce and volunteer leadership and foster an inclusive culture and environment. Annually evaluate the Association's volunteer and workforce diversity representation.
- Execute a comprehensive strategy at the national and local levels to cultivate a new generation of high-impact volunteer leaders.
- Deploy talent development and management strategies which equip staff to achieve exceptional individual and organizational performance.
- Bi-annually conduct an employee opinion survey to obtain feedback about staff engagement and satisfaction.
- Enhance technology infrastructure to support data driven strategies to rapidly grow revenue and expand the reach and impact of mission activities.

The next four years present an amazing opportunity and a significant challenge — to alter the course of a national health crisis and to unite people across professional, cultural and economic backgrounds in a common fight. To be successful, we will learn from past mistakes and build from a foundation of countless accomplishments to achieve even greater heights.

We know what we need to do. We know where we want to go. It is time to set a bold course toward a new future. A future where life is free of diabetes and all of its burdens.

Together,
we are ready
to move
forward.

Together,
we can
Stop Diabetes.



 American Diabetes Association.

www.diabetes.org

www.stopdiabetes.com

1-800-DIABETES