



CTS Strategic Directions & Action Plan

2015-2020

Strategic Planning Context

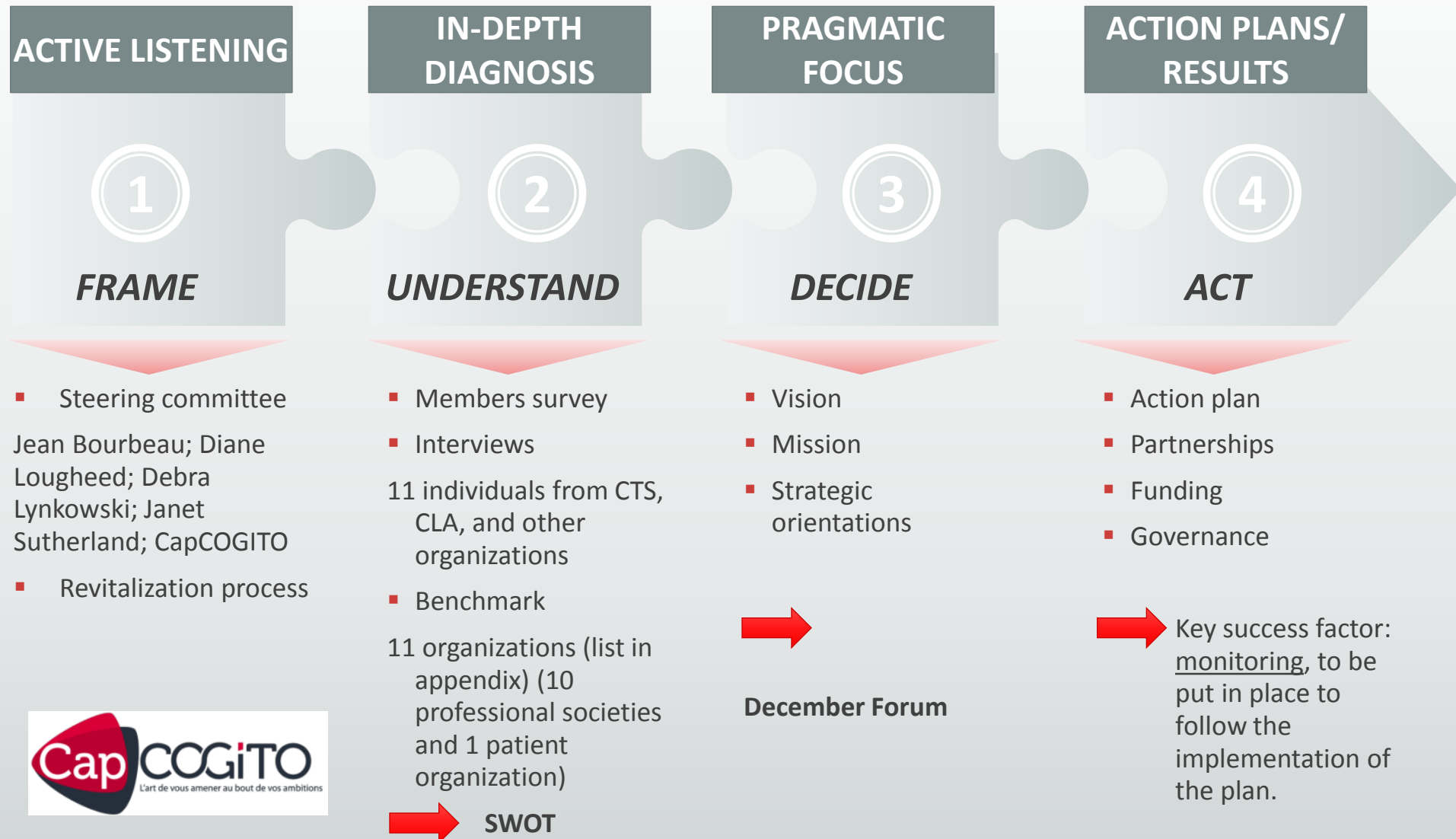
- Review of previous strategic plan (2007-12) was overdue
- Financial challenges – issues of diversification and stability of funding
- Decreasing capacity (due to shrinking budget)
- Increasing demand from members and partners based on strengths and accomplishments

CTS Strategic Plan...to determine:

- Our core priorities
- Value and benefits of membership / membership fees
- Our focus / the greatest possible impact on the field of respiratory health
- Partnerships
- Role of CTS in relationship with CLA
- Business model / long-term financial viability
- Best management model for our success

Recap of Planning Process

January - April



→ SWOT

CTS Strategic Plan – 2015 - 2020

VISION – within 5 years

CTS will be recognized as a trustworthy partner for promoting improved understanding of respiratory diseases to bring about positive changes in lung health.

Business model: Building a model to strengthen and diversify financial base and Governance

Leadership in fostering innovation to promote evidence-based clinical practice

Drive the rapid implementation of new knowledge in clinical practice using guidelines, knowledge transfer and cutting-edge research.

Leadership in providing state-of-the art professional education to transform lung healthcare

Enhance the CTS's ability to customize its programs and services to meet the continuing education needs of its members and other healthcare professionals

Leadership in fostering cutting-edge lung health research

Support the implementation of the National Respiratory Research Strategy to improve prevention, screening, diagnosis, treatment, support systems and palliation of respiratory diseases

Leadership in fostering the next generation of respiratory health professionals and researchers

Provide clinical and research opportunities for careers in respiratory field to enrich the respiratory specialty





Four Strategic orientations with one common point: LEADERSHIP

Guiding Principles: focus on 4 key categories

◆ **Member driven** ◆ **Transformation of care – Education** ◆ **Knowledge production and transfer** ◆ **Collaborations for wider awareness**

Mission: The Canadian Thoracic Society promotes lung health by enhancing the ability of lung health professionals through leadership, collaboration, research, learning and advocacy, and providing the best respiratory practices in Canada.

Guiding principles

-  **Member driven**
 - Meet needs of members, promote engagement and leadership in the work of the CTS
-  **Transformation of care – Education**
 - Be an authoritative reference for respiratory healthcare in Canada
 - Encourage and support continuing education in respiratory healthcare
-  **Knowledge – Production and Transfer**
 - Develop evidence-based clinical practice resources and tools
 - Promote basic, epidemiological and clinical research in respiratory medicine
-  **Collaboration for wider awareness and impact**
 - Collaborate with other organizations and professional societies with similar objectives or functions

4 Key Strategic Orientations

Leadership in fostering innovation to promote evidence-based clinical practice

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Leadership in providing state-of-the art professional education to transform lung healthcare

- Enhance the CTS' ability to customize its programs and services to meet the continuing education needs of its members and other healthcare professionals.

4 Key Strategic Orientations

Leadership in fostering cutting-edge lung health research

- Support the implementation of the National Respiratory Research Strategy to improve prevention, screening, diagnosis, treatment, support systems and palliation of respiratory diseases.

Leadership in fostering the next generation of respiratory health professionals and researchers

- Provide clinical and research opportunities for careers in respiratory field to enrich the respiratory specialty.

Action Plan details as follows....

Partnerships & Collaboration

- Research
- Breathing as One Campaign
- Advocacy
- Patient Education

CLA

- Evidence-based clinical practice
- Education
- Canadian Respiratory Conference

CRHP

CTS

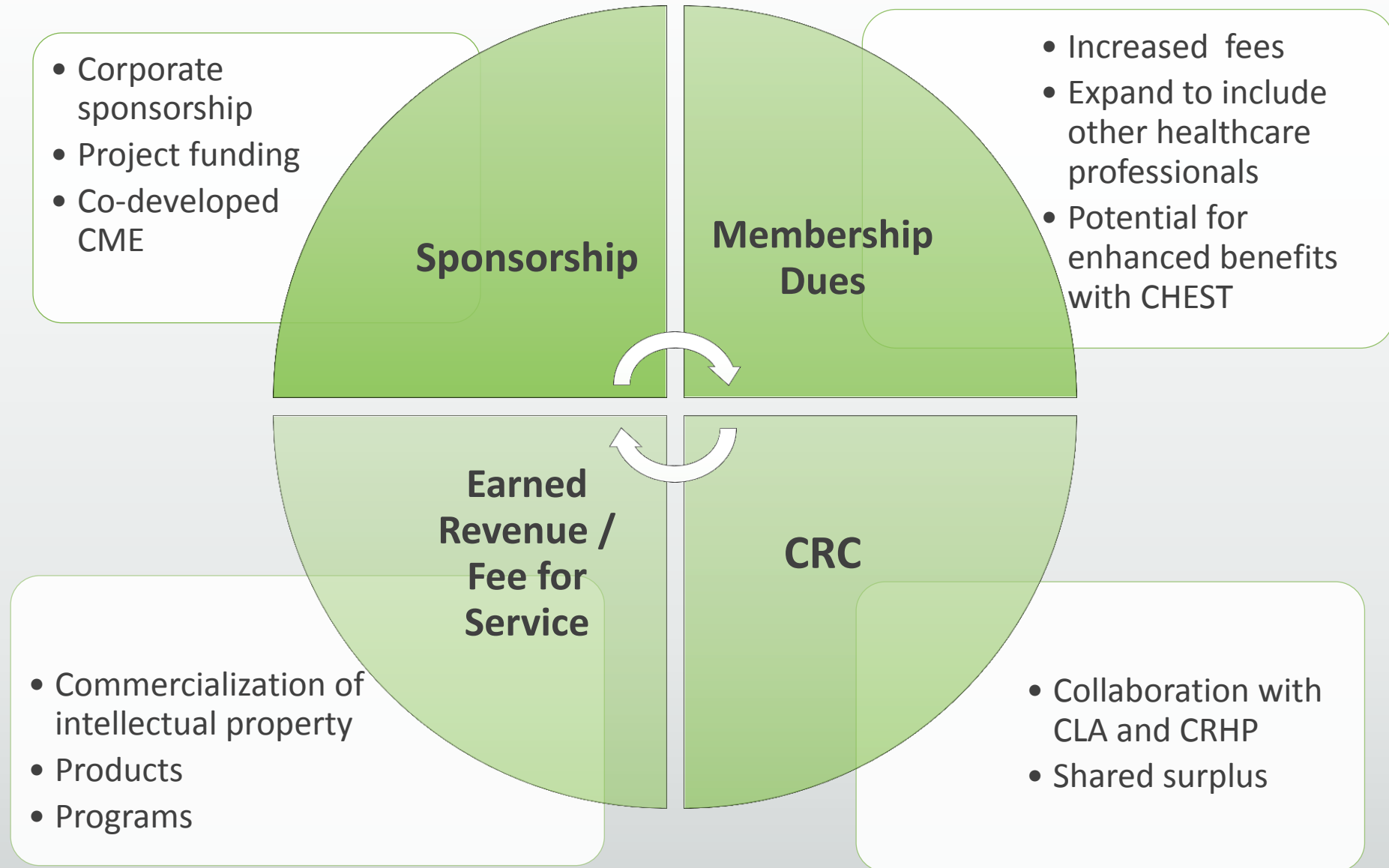
- Corporate Sponsorship
- Project funding
- Fee for service (products & programs)

Industry

Other Professional Societies

- CHEST
- ATS
- ERS
- Provincial TS
- Other Cdn societies

CTS Economic Model



Industry Sponsorship & Partnership

Corporate Sponsorship:

- **Supporting the accomplishment of CTS strategic priorities** through a sustainable funding base, i.e. annual corporate sponsorship.

New product offerings (targeted to the sponsor's needs):

- **Offering the market innovative educational tools, resources and knowledge transfer strategies** for key target audiences, e.g., Specialists, General Practitioners, other HCPs and respiratory educators. CTS will introduce a Speakers Bureau and Respiratory Education Series with customized accredited curriculum delivered by CTS content experts with annual updated content on asthma, COPD and other respiratory diseases.
- **Offering industry education and training** by CTS content experts on a fee for service basis through delivery of an unbranded, disease-state clinical immersion program that is certified for industry partners and their teams.

Action Plan to drive this new business plan

The strategic action plan outlined for 3-5 years requires CTS to:

- Work with partners on the basis of risk-sharing, cost-sharing, and benefits-sharing models to be defined with each partner and translated into a budgeted work plan
- Review current programs/activities to make them more profitable
 - Work with CLA to leverage the Canadian Respiratory Conference
 - Establish CTS Speakers Bureau and licensing arrangement for use of CTS intellectual property to industry partners
- Develop new profitable products and services in partnership with other societies or organizations, eg:
 - Joint ventures with CHEST – guidelines, education, membership
 - Increased collaboration with Canadian Respiratory Health Professionals (CRHP) to achieve efficiencies and greater impact
 - Enhanced collaboration with ATS and ERS – education, member benefits
- Revisit partnership with CLA with respect to organizational structure, governance, roles, collaboration

Transition Committee...CTS Executive ++

Objective: To support the CTS in maintaining continuity and sustained focus on change management

- Mandate: to guide the transition to a new operating model for CTS including changes to its portfolio of initiatives, interactions with partners and sponsors, structure and governance
- 2 year mandate, with progress evaluation to determine extension
- Composition: Co-Chaired by the CTS President and President-elect, includes all members of the CTS Executive Committee plus representative of CRHP, CLA, a member of the Long term Planning Committee and Pediatric Assembly and the CTS Director

Next Steps with Partners -Timelines

Information-sharing / joint planning with

- Industry Partners *March-April*
- CTS Board of Directors *April 22*
- CRHP Leadership Council *April 23*
 - CTS-CRHP plan of action *May-June*
- CLA *April-June*
 - CTS-CLA plan of action related to 4 pillars
- CHEST *April-Sept*
 - CTS-CHEST joint ventures related to 4 pillars
- ATS, ERS, Provincial Thoracic Societies *April-Sept*

CTS Board of Directors 2015-16

- Diane Lougheed – President Kingston, ON
- Jean Bourbeau – Past President Montréal, QC
- Andrew Halayko – President-elect Winnipeg, MB
- Pearce Wilcox – Treasurer Vancouver, BC
- Catherine Lemière – Secretary Montréal, QC
- Mark FitzGerald – Chair, Long-term Planning Vancouver, BC
- John Gjevre – Chair, Membership Services Saskatoon, SK
- Sherri Katz – Past Chair, Pediatric Assembly Ottawa, ON
- Larry Lands – Chair, Research Montréal, QC
- Chris Liczkai – Chair, Canadian Respiratory Guidelines Committee London, ON
- Michel Rouleau – Chair, Education & Professional Development Québec, QC
- Anne Marie Downey – Chair, Canadian Lung Association Board of Directors Edmonton, AB
- Debra Lynkowski – President & CEO, Canadian Lung Association (ex officio) Ottawa, ON

Acknowledgements



Industry Partners



Provincial Thoracic Societies

