

Breaking Down Barriers

Muscular Dystrophy Canada's (MDC)
2023–2028 Strategic Priorities



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CANADA

Message from the Board Chair, David Crawford and CEO, Stacey Lintern



David Crawford
Board Chair



Stacey Lintern
Chief Executive Officer

Muscular Dystrophy Canada's (MDC) strategic priorities represent a continuing evolution for our organization. They build upon the outcomes and learnings over the last three years, during which time our organization continued to meet the needs of our clients through our programs and services, equipment, and system navigation; successfully encouraged governments to change public policy; and supported translational and clinical research, in addition to, expanding Canadian neuromuscular research infrastructure.

Our investments in research have helped create exciting changes in the Canadian landscape. Whether it was working with our researchers and clinicians facilitating educational webinars, developing resources so our clients have access to credible and clear information, or through our shared work with the Neuromuscular Disease Network for Canada (NMD4C) – our clients are benefiting from, early screening and diagnosing, new treatments, trials, and standards of care.

Extending into the next five years, our unwavering focus is on expanding our base of clients to ensure we assist more Canadians with neuromuscular disorders (NMDs) and their families. As well, we remain committed to fiscally responsible spending - ensuring funds raised go to our organization's mission, and to increasing our fundraising activity to meet the needs of the neuromuscular community.

In addition to our commitment to reach more Canadians affected by a neuromuscular disorder over the next five years, the strategic priorities enable our commitment to ensuring we are innovative, efficient, and inclusive by providing our community the support and information they need to make informed decisions. We will

expand our programs and services to engage further with remote and underserved communities, and will provide services in the languages that make up the fabric of our country.

Government policies at the federal, provincial, territorial, and local levels have a daily impact on our community. The next five years will see MDC expand our direct advocacy efforts working partnership with our community, other like-minded organizations, industry, partners, clients, and government.

Over the next five years we will continue to work with researchers and clinicians to enhance collaborative and proactive strategies to support infrastructure development, capacity building, develop centres of excellence and the sharing of research outcomes that benefit our community.

We will respect that as a diverse community representing a wide spectrum of cultures and experiences, there are different ways of knowing, and of approaching health. We will incorporate this understanding and a respect for the whole person – mind, body, and spirit — in all that we do. We will continue to ensure that all organizational planning and decisions will align with our strategic priorities in addition to, ensuring the right measurements are in place to monitor our performance.

Finally, we will not give up the search for more and better ways to work with all our stakeholders. Our clients and their families, staff, donors, supporters, partners, and volunteers are essential members of our community and we are grateful for their support every day.

We are excited about the impact MDC will have during the next five years.

Our **mission** is to support Canadians affected by neuromuscular disorders by:

- Funding research into life-changing therapies and treatments;
- Delivering customized supports for clients and their families;
- Advocating for positive changes in public policies that affect our community; and
- Building partnerships that will lead to tomorrow's groundbreaking discoveries.

**NMD refers to neuromuscular disorders*

Mission delivery is underpinned by our **core values:**

DETERMINATION: We are resolute. No matter what the obstacle, we will not be deterred.

COURAGE: We bravely move forward even when we are afraid or unsure where the road will lead.

PASSION: Our enthusiasm and our appetite to learn, grow and make a difference are insatiable.

CARING: We have genuine human concern for others that is never contrived and without a hint of pity or sympathy.

STRATEGIC PRIORITIES

Our five-year strategy extends beyond supporting clients through their transitions. It encompasses the role we will play in **removing barriers** across the broad spectrum of Canada's NMD community by...

Expanding
research
infrastructure

Improving
public access
to healthcare,
information,
education and
other community
resources

Increasing
accessibility
to expanded
programs and
services

Driving
revenue
generation
to meet the
needs of our
community

IMPLEMENTATION TACTICS

- Expand strategic research development with a focus on early diagnosis.
- Develop clinical centres of excellence across Canada.
- Ensure that clients and their families have access to clear and accurate information concerning NM research activities and outcomes.
- Increase opportunities for translational research.
- Build on research investments to increase collaboration, outcomes, and research program continuity.
- Leverage industry partners for co-developing projects that align with MDC.
- Measure research impact (early diagnosis, standards of care, and diverse, equity and inclusion disparities for better access to care and clinical trials).

- Ensure government public policy enables more Canadians impacted by NMDs have timely access to clinical trials, treatments, early diagnoses, and assistive devices.
- Identify gaps in critical government policy development.
- Identify evolving priorities of governments to help inform MDC's advocacy plan.
- Ensure that the NMD community has equitable access to education and other other community resources.
- Increase our focus on partnerships.
- Ensure that all programs and services are delivered using a person-centered approach.

- Build a vibrant online community to engage and connect individuals, families and caregivers impacted by NMDs with health service providers.
- Develop targeted approaches to ensure inclusivity of diverse and/or disadvantaged communities.
- Use advances in current technologies to improve access to MDC's programs and services.
- Assess cost of services and equipment using available data to update support levels.

- Develop excellence in stewardship through a donor-centered approach and consistent implementation.
- Diversify fundraising via new prospect identification, use of data and analytics to evaluate tactics and establish key organizational priorities for donor investment.
- Establish metrics to evaluate fundraising effectiveness and monitor at regular intervals.
- Engage with in community: identifying unique differences and opportunities in local communities.
- Strengthen MDC's culture of philanthropy by investing in resources, technology and education for staff and volunteers.
- Strengthen our engagement with Fire Fighters through demonstration of the impact as a result of their fundraising, finding new ways to support their fundraising activities, and excellence in stewardship.

WHAT SUCCESS LOOKS LIKE

Research discoveries are developed and implemented resulting in a better quality of life for our clients and their families.

Public stakeholders in the NMD community seek out MDC for partnership opportunities to influence public policy decisions that will enhance the quality of life for clients and their families.

MDC's clients have better access to expanded resources, treatments, therapies and ultimately cures.

Total revenue growth of 25% over 5 years.

Our strategic priorities are based on continuous implementation of tools and resources to enhance accessibility, inclusiveness and respecting our diverse community's beliefs, opinions, and lived experiences.