



2015 Strategic Plan Summary





The 2015 Plan is a 5-year roadmap illustrating the strategies that will advance the Amputee Coalition of America toward mission-focused outcomes. These outcomes will begin to transform the lives of all people affected by limb loss, including their families and caregivers, by creating opportunities for local involvement, working toward preventing limb loss, improving access to healthcare, increasing information/education and protecting individuals' rights.

Letter From the President & CEO

We believe we can be most effective when we seek out and incorporate members and members' perspectives in all the work that we do.

The Amputee Coalition of America's (ACA's) new 5-year strategic plan, our 2015 Plan, seeks to answer one fundamental question: How can we most effectively use our resources to positively interact with and improve the lives of people living with limb loss and help raise awareness about limb loss in general? At the heart of our plan is a simple, but profound, shift in how we view our role: We believe we can be most effective when we seek out and incorporate members and members' perspectives in all the work that we do. This simple principle will fuel greater involvement by amputees in the Amputee Coalition and prove to be the single most powerful element of our organization.

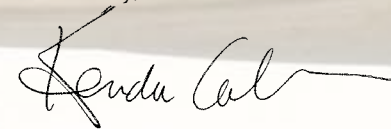
We are proud of our record of innovations and accomplishments over the past 20-plus years. Since our humble beginning in 1986, the Amputee Coalition has been devoted to its mission of supporting and advancing education and services for the amputee community. We have experienced a range of successes and challenges. Looking back and reflecting on lessons learned, we realize that, at times, our approaches have not fully capitalized on the expertise, experience and credibility that exists within the amputee community. We believe our new strategic direction gives the amputee community and us the best of both worlds – building upon our own capabilities while striving to increase member involvement and input into the organization.

I hope this plan will encourage your commitment to the Amputee Coalition. I pledge our commitment to you, our member, to be a collaborator, champion, advocate and listener and to consistently, effectively and positively provide support and services that advance the priorities in the limb loss community.

In the near-term, the resources we can bring to bear on these priorities will not be as great as we would like, and we will have to pace our implementation. We expect, however, that over the next 5 years, we will grow our resource base so we can better support implementation of our 2015 Plan initiatives and begin to envision our next 5-year plan, which will take us to 2020.

We are eager to embark on our new direction and invite you to share our enthusiasm and join us to build this great organization.

Sincerely,



President & CEO, Amputee Coalition of America

Mission

The mission of the Amputee Coalition is to reach out to and empower people affected by limb loss to achieve their full potential through education, support and advocacy, and to promote limb loss prevention.

In June 2009, after more than 6 months of planning and seeking input, the Amputee Coalition's board of directors adopted a revised organizational mission statement to better reflect the needs of the limb loss community and the work of the organization, and to specifically include limb loss prevention.

In a survey of Amputee Coalition members, almost 80 percent ranked raising limb loss prevention awareness, conducting limb loss prevention research and working to reduce limb loss as important or very important. This outcome finalized the board of directors' decision to include limb loss prevention in the organization's new mission.

“This strategic decision comes after much review and consideration. Our desire, as a board, is to focus our resources on helping amputees reach their full potential, thus we felt it important to have that wording in our mission statement. We also recognized, as the leading national organization for limb loss and with growing risk factors for limb loss – both primary and secondary – that we need to take a leadership role in limb loss prevention. Limb loss prevention is now also reflected in our mission.”

David McGill, chair, ACA board of directors

The 2015 Plan embraces the Amputee Coalition's new mission by appropriately balancing initiatives to provide greater services to amputees and to increase awareness about limb loss prevention.



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Vision

We are embarking upon an exciting journey into the future. We are projecting 10 years out with our vision statement and planning in 5-year increments – thus, the 2015 Plan, and in 5 years, a 2020 Plan. We have, however, defined our destination within the parameters of four strategic pillars that support our mission and our vision. Our new vision describes our dreams, hopes and ambitions for the Amputee Coalition.

By 2020, we will be nationally recognized as the premier organization for people affected by limb loss and as a leader in limb loss prevention.



Values

We have identified five core values that will direct all our work, our people and our organizational attitude. These values provide common ground for the implementation of our four strategic pillars.

- **Excellence** • **Integrity** • **Encouragement**
- **Respect** • **Service**



Four Strategic Pillars of the 2015 Plan

We will focus our resources on four key strategic pillars, or key aims, that show promise for advancing our mission. Our pursuit of these key aims builds on the Amputee Coalition's strengths and seizes the unique opportunity that we have to make a significant and permanent inroad to help amputees reach their full potential and to reduce limb loss.



Key AIMS

AWARENESS: The vast majority of those affected by limb loss will know of the Amputee Coalition and understand the value of being a part of the Amputee Coalition community because of educational, social networking, philanthropic and outreach programs that are easily accessible to them through the Amputee Coalition.

IMPACT: Amputee Coalition-led collaborations, programs, relationship-building and strategic alliances among nonprofit, commercial and governmental organizations will create changes in healthcare delivery that ensure all amputee patients and their families in the U.S. have access to and receive quality care, support and information for both pre- and post-limb loss.

MEMBER SERVICES: The Amputee Coalition will provide meaningful services and programs that make lifelong membership in the Amputee Coalition desirable to amputees across America.

SUSTAINABILITY: Amputee Coalition-led collaborations and strategic alliances among nonprofit, commercial and governmental organizations will increase funding for the full spectrum of our services – with the aim of increasing knowledge applicable to creating a vibrant, healthy limb loss community and robust limb loss prevention initiatives.

Strategic Pillars

KEY AIM: Raise Awareness About Limb Loss & the Organization

AWARENESS

Objective: Develop and implement a brand campaign to raise awareness about the organization and its work.



A significant issue for the Amputee Coalition is name recognition and understanding of what

the organization is for the amputee community. To improve our outreach, people need to know we exist and why we exist; this is the crux of creating a brand for our organization. We will explore everything from our name and our logo to our key audiences and their perceptions of us. We will define our brand and develop a strategic communications plan to increase awareness of our organization and positively position our organization in the minds and hearts of our key audiences.

- *brand audit • brand development*
- *brand standard • collateral development*
- *Web site redesign • new logo*
- *communication plan*

Objective: Launch a national limb loss prevention campaign to raise awareness about limb loss risk factors.

A pivotal opportunity to increase general awareness about limb loss and about the Amputee Coalition is to create a time of the year when all our efforts coalesce, and we pinpoint our public relations to shine a light on the accomplishments and challenges of the amputee community. With this in mind, we will ask Congress to designate April as National Limb Loss Awareness Month.

We are also convening the Limb Loss Task Force, which will help develop a framework to guide limb loss-related public policies, programs and services and increase efforts to improve the quality of life of amputees and those at risk for amputation.

Over the next 5 years, we will seek out and partner with organizations that share our vision of reducing primary and secondary limb loss. Our partnerships will advance public relations efforts, develop special disparity population projects and create Web-based activities that reduce limb loss.

- *National Limb Loss Awareness Month*
- *limb loss task force • public relations*
- *disparity populations • prevention initiatives*

Strategic Pillars

KEY AIM: Enhance Impact to Support Healthy & Vibrant Limb Loss Community

IMPACT

Objective: Create a site certification program for health facilities dedicated to advancing limb loss care to ensure that all amputee patients and their families in the United States have access to and receive quality limb loss care, support and information.

While we have the national model for peer visitor programs, we have struggled over the years to develop a channel that identifies new amputees and provides a seamless introduction to our amputee and caregiver support program and resources. The result has been that we have many peer visitors across the nation who do not receive calls for peer visits because we are not connecting with amputees at the point of amputation. Our 5-year initiative is to set up a dynamic channel by establishing relationships with care facilities such as hospitals and rehabilitation centers as well as clinics.

Our aim is to develop a program that positions the care facility as a hub of activities including our peer visitor program, parent peer visitor program, our self-management program and educational programs for amputees and caregivers.

We believe this key initiative will increase the number of amputees and families served and improve recovery and readjustment and promote resilience for amputees.

- *peer visitor program* • *PALS self-management*
- *resilience program* • *support groups* • *education*



Objective: Restructure the Information Center to better serve amputees and people in the limb loss community with more accessible and interactive services.



The Amputee Coalition has a plethora of information. We have so much information that it can be overwhelming. Over the next 5 years, we will work with our special work groups, advisory councils and staff to package our information in more accessible formats, including interactive online programs.

- *repackage materials* • *follow-up call program*
- *volunteers in the call center* • *interactive areas on Web site*

Objective: Implement a National Limb Loss Registry to provide knowledge that will advance limb loss prevention, improve limb loss care and reduce costs associated with limb loss.

A necessary first step in advancing limb loss as a public health issue is to enlarge our national knowledge base about limb loss. Substantially more valid, reliable information is needed about such issues as how many people live with limb loss; how many people lose a limb each year; and what quality of life issues are faced by people living with limb loss. A national registry will go a long way to helping us answer these questions. Our Limb Loss Task Force will play a primary role in developing this registry.

- *legislative action* • *Limb Loss Task Force*
- *registry development* • *registry management*
- *communications plan*



Strategic Pillars

KEY AIM: Increase Member Services to Grow Membership to 25,000 and Reduce Attrition by 50 Percent

MEMBER SERVICES

Objective: Leverage all the work of the four strategic pillars to develop a meaningful membership value proposition that is attractive to new recruits and retains existing members.

Through our analysis to develop our 2015 Plan, we realized that over the years, we have not created and communicated the value that the Amputee Coalition brings to the lives of amputees and caregivers.

Our analysis included reviewing all of our programs and services along the “lifespan of an amputee” and realizing that we come up short in several areas. Our strength has been in providing initial support through information and peer visitation to new amputees. Our 5-year aim is to extend our commitment beyond the initial recovery and readjustment period and to provide more services and support in life areas such as employment, community activity, recreation, mobility, healthcare access and social networking.



All of our work through the 2015 Plan will build a strong and vibrant membership value proposition for the Amputee Coalition.

- value proposition • communicate value proposition • recruitment • retention
- membership database



Objective: Increase the ACA's political footprint to benefit amputees by ensuring access to affordable, adequate and accessible healthcare, fair employment treatment, and community/governmental resources.

The power exercised through politics and its impact on public policy is of fundamental importance for healthcare access and fairness and also impacts employment accessibility and other aspects of our daily lives. We see this in our efforts to ensure fair access to prosthetic and orthotic devices – and this battle is not won yet. Over the next 5 years, we will be working to increase our presence with key decision-makers to advance issues important to amputees. These efforts will include strengthening our grassroots program, increasing our partnerships with other disability groups with aligned interests, and developing champions for our issues among key legislators.

- *grassroots* • *advocate delegates* • *recognition program* • *advocacy consumer groups* • *legislative relationship-building* • *work with federal agencies*



Objective: Expand educational programming to be more accessible and meaningful.

A key function of our organization is providing for the lifelong learning in the amputee community. In the past, our educational outreach primarily consisted of a national conference. Going forward, we will develop learning opportunities via our Web site, explore hosting regional educational programs and build attendance at our national conference. We will be changing the way we deliver our education, making it more accessible and more exciting.

- *national conference* • *regional seminars* • *Web-based programming*
- *podcasts* • *videos*



Objective: Eliminate travel and mobility barriers for amputees.

Since 9/11, travel has become increasingly complicated, especially for amputees. We will especially focus on working with the Transportation Security Administration (TSA) to develop consistent and transparent TSA guidelines for amputees and security personnel at airports in the U.S. We will also begin work on other transportation issues such as disability parking passes and accessible public transportation.

*travel complaint monitor • travel/mobility committee • white paper
• funding for “barrier” exploration*



Objective: Develop and implement a volunteer strategy that creates opportunities for local participation with the ACA.

Our greatest resource is our volunteers, but we realize that we have not adequately organized around this concept in the past. We have created a Volunteer Task Force made up of members and key partners. This task force will advise our leadership on the most appropriate structure to provide optimal volunteer participation from our members across the country. Over the next 5 years, a plan will be developed and implemented to create a robust volunteer program for the Amputee Coalition.

• task force development • exploration of options • recommendation to the board • expanded volunteer opportunities

Objective: Create a cadre of “Members-Only” services to be delivered primarily via the Internet.

We believe our members are special and deserve special treatment. We are exploring new services that will be offered only to Amputee Coalition members. Services in our plan include an online exchange for durable medical goods, an online rating of healthcare facilities, and an online directory of jobs.

*• members-only Web site • online amputee equipment exchange
• online consumer rating of healthcare facilities • online Careers page*

Strategic Pillars

KEY AIM: Sustain Existing Funding, Grow Operating Budget by 50 Percent & Grow Reserve Fund to \$1M

SUSTAINABILITY

Objective: Build a relationship with a community of donors who value the ACA with their time and dollars.



There is an untapped potential to engage a community of people who want to support programs that positively impact people living with limb loss and that promote limb loss prevention. Over the next 5 years, we will develop a philanthropy program that identifies giving opportunities in our organization and builds a track record of

success and appreciation by and for our donors.

- *annual fund campaign* • *major gift program*
- *planned giving program* • *donor stewardship program*

Objective: Diversify sources of support through grants and business development.

As a 501(c)(3), the Amputee Coalition is eligible for various grants – both private and government. We will build a strong grant writing program that focuses on attaining funding for critical research and service projects important to our 2015 Plan goals and objectives.

Additionally, the Amputee Coalition will seek opportunities to develop and partner with organizations in developing products that can become additional sources of revenue to support our programs and services.

- *grant writing* • *grant management* • *product development* • *partnerships*
- *collaborations* • *entrepreneurship*

Outcomes Assessment

Our 2015 Plan supports a growth agenda for the Amputee Coalition. Our plan includes outcomes, targets and annual progress metrics that will be pursued and measured over the next five years. High-level targets and the measures include:

- Amputee outreach expansion
- Amputee health impact
- Limb loss awareness
- Membership growth
- Organization name recognition
- Member satisfaction
- Resource growth.

To achieve our goals, we will determine appropriate operating strategies and implementation schedules in collaboration with Amputee Coalition committees, work groups and advisory councils made up of members and partners. Additionally, we will often use surveys, focus groups and other tools to gather input from our membership and key audiences impacted by our activities.

A series of benchmarks will serve as a report card on progress to date and will be reviewed monthly by the Amputee Coalition board of directors. Assessment of outcomes (both quantitative and qualitative) will occur annually, with accomplishments reported in the Amputee Coalition Annual Report.

Credits

Written by Kendra Calhoun
Edited by ACA Communications Department
Designed by Karen Alley

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Strategy Steering Team

Kendra Calhoun, president & CEO
Pat Isenberg, chief operating officer
Morgan Sheets
Vicki Foster
Leslie Duncan
Rick Bowers
Penny Bever
Jim Myers
Charlene Whelan
Kathy Spozio, ACA board liaison

ACA Board of Directors

David McGill,* chairman, Hicksville, NY
Arthur Bassin, Treasurer, Ancramdale, NY
Kathy Spozio,* secretary, Shippenville, PA
Jeffrey Cain,* MD, Denver, CO
Pat Chelf, Edina, MN
Marshall J. Cohen,* New York, NY
Jeffrey S. Lutz, Lafayette, LA
Richard N. Myers, Jr., Foothill Ranch, CA
Terrence P. Sheehan,** MD, Rockville, MD
Charles Steele,* New York, NY
*Denotes amputee members of the board
**Medical Advisory Committee

For more information on the Amputee Coalition of America's 2015 Plan, contact:

Office of the President & CEO, Amputee Coalition of America
900 East Hill Avenue, Suite 205, Knoxville, TN 37915
888/267-5669