



Canadian Institute of Public Health Inspectors



Institut canadien des inspecteurs en santé publique

STRATEGIC PLAN 2010 - 2013

June 2010

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Introduction

Purpose of This Plan

The Canadian Institute of Public Health Inspectors (CIPHI) Strategic Plan provides direction to the members of the National Executive Council (NEC) and complements the work of the Board of Certification and Council of Professional Experience over the period of 2010 to 2013. This document provides the outcome of discussions from a workshop held in Vancouver on April 30th and May 1st, 2010 with the members of the NEC and invited guests. Consideration of the CIPHI Members Survey results became a focus for establishing new directions for CIPHI. Accountability to our members and ensuring that members drive the agenda for CIPHI was identified as critical to improving member satisfaction. This is reflected in the strategic objectives, the key initiatives, and timeline proposed to achieve these objectives. Workshop participants are identified in Appendix B.

Two types of “work” exist in any organization:

- ▶ Ongoing, day-to-day activities, referred to as “business-as-usual” in some organizations. This ongoing work to keep CIPHI “in business” is not reflected in this document, although some elements of ongoing work does appear in the plan to reflect the need to do it more consistently (e.g. publish NEC Executive meeting minutes on a regular basis).
- ▶ New initiatives to achieve CIPHI’s strategic objectives for 2010 – 2013. These strategic objectives are contained in Appendix A – Strategies and Initiatives 2010 – 2013.

The Strategic Plan is a living document and should be revisited every year. The intent of the plan is to provide continuity from one executive group to another over time and ensures that the context for change occurs in a thoughtful, pro-active manner. The plan is used on a regular basis to measure against results and to ensure progress is being made. The plan is usually “owned” by the President of the Board.

Audience

The primary audience for this document is CIPHI’s NEC to identify, prioritize and direct the work of the committees. The plan is also a communication tool for the committees and provides the members with clarity on how the membership fees are being directed towards achieving CIPHI’s vision.

Background

CIPHI was founded in 1913 as the Sanitary Inspector's Association of Western Canada and underwent a series of name changes before adopting name The Canadian Institute of Public Health Inspectors in 1963. The purpose of the Institute is to protect the health of all Canadians on environmental public health issues while promoting the science of environmental public health and the profession. CIPHI is the only national association that speaks for Public Health Inspectors and Environmental Health Officers in Canada! No other organization covers the continuum of environmental public health that includes food protection, drinking water quality, on-site wastewater disposal, indoor air quality, epidemiology, tobacco reduction as well as many emerging issues and challenges.

National Executive Committee (NEC) Mandate

That National Executive Council (NEC) is formed by representatives of the Branches of CIPHI as well as a National President, a National President-Elect and a Past President. The NEC is responsible for the day-to-day operation of CIPHI as outlined by the Constitution and Bylaws. Additionally, the NEC is also responsible for identifying and pursuing initiatives that support the objectives of CIPHI including, but not limited to, advocacy and provision of educational opportunities. All business units within CIPHI report directly to the NEC.

Why Belong to the NEC?

The group was asked why they joined the NEC Executive. The themes across all participants included:

- » Self fulfillment
- » Ability to influence the direction of the Institute
- » Representation
- » Passion
- » Loyalty and pride
- » Dedication

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

As part of the strategic planning workshop, the NEC discussed current strengths and weaknesses as a board while also evaluating some of the external threats that existed. The opportunities were leveraged into strategic objectives for the organization moving forward. In developing the strategic initiatives for this plan, the participants were looking at ways to build on the strengths while mitigating/reducing the weaknesses. Note that the Membership Survey 2010 played a critical role in assessing current state of the CIPHI organization, strengths, weaknesses and identifying ways to improve member engagement.

Strengths

- » CIPHI is the only organization for Environmental Public Health professionals such as Public Health Inspectors and Environmental Health Officers which gives us a “unique position” in the market.
- » Board and member passion for the field and profession of Environmental Public Health.
- » Our association has national representation.
- » Administrative services capable of supporting the needs of CIPHI and its members.
- » Hold conferences to share knowledge and engage the members.
- » Development of the Continuing Professional Competencies Program (CPC).
- » Shared values across CIPHI.
- » External partners, e.g. Public Health Agency Canada.
- » Improved communication.
- » Standardized Board of Certification (BOC) Exam.
- » Having a national membership management system – Member Service Centre (MSC).
- » Shift of our business culture - we obtained professional services to alleviate the administrative work performed by the Board and to help us be more professional within our organization.
- » Positive leadership.
- » Collaboration with educational institutions on curriculum review. This collaboration raises the profile of the profession and attracts new members.
- » We have a culture of continuous improvement.

Weaknesses

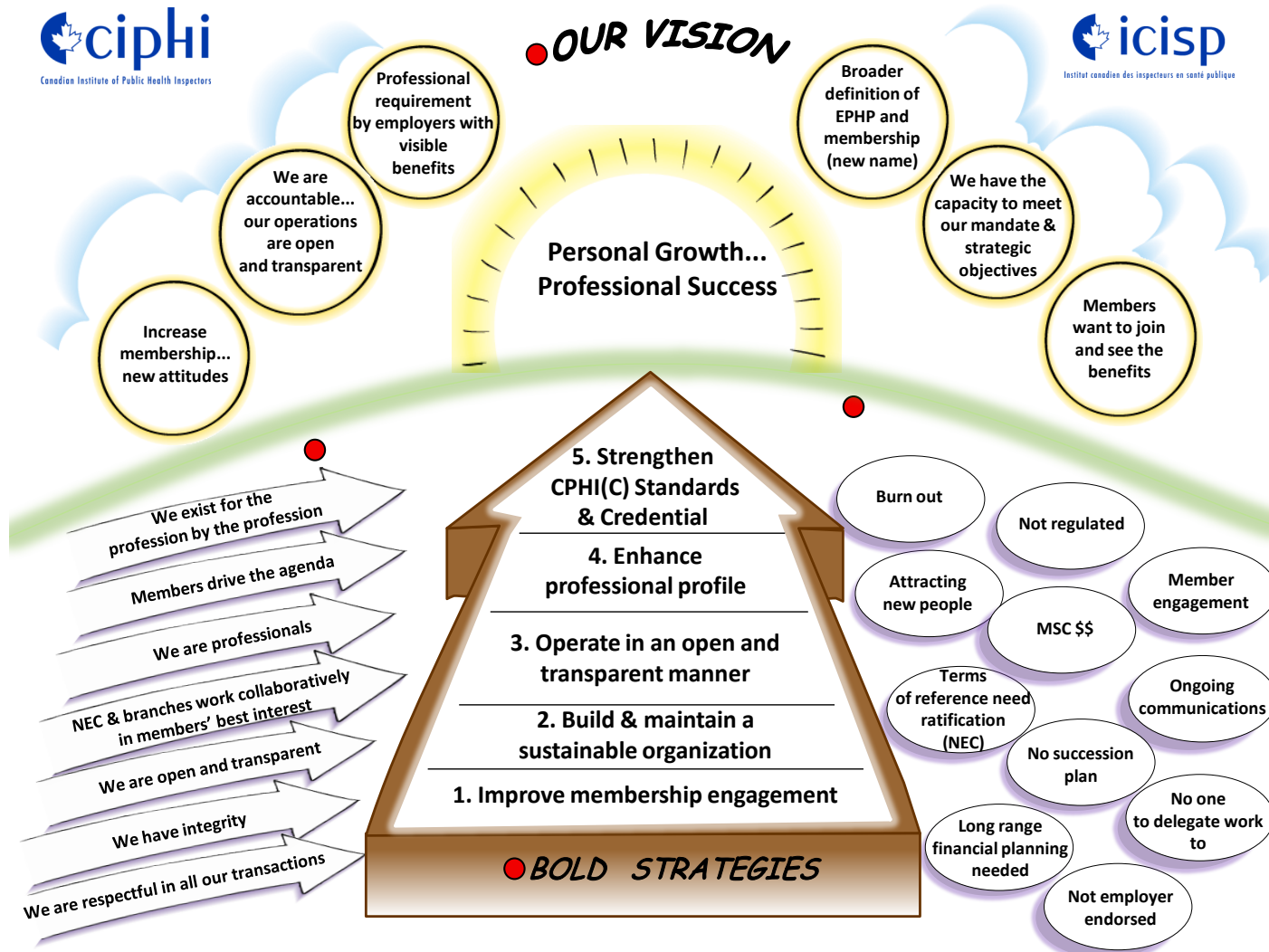
- » Communicating with our members on a regular basis.
- » Volunteer burnout – routine work is completed mostly by volunteers. Limited membership engagement into our programs and initiatives.
- » Draft terms of reference for the NEC executive positions have not been reviewed and approved.
- » Membership is not mandatory which makes it difficult to ensure consistent professional standards across the sector. The Institute's role as a non-regulatory organization results in having less "clout" with employers.
- » There is no succession planning to facilitate board continuity and knowledge sharing amongst the Board members representing the Branches.
- » It is not always clear whether we have the financial viability to carry on with our initiatives, positions, etc. Given that our financial reporting needs improvement.
 - Lack of budgeting and variance reporting discipline.
 - Membership dues come in throughout the year and we don't know the amount until the end of the year.
 - Money is generated from the national conference, but we don't know until after the fact how much money that is.
 - The money we receive from our partnership from the federal government is used hold to support CPC/NEC initiatives and will come to an end in the coming years.
- » NEC is not functionally bilingual as an organization (e.g. day-to-day administration and support) – we need a policy.

Challenges

- » We rely too much on external funding for projects.
- » Lack of awareness/support of CIPHI and EPHP with the public, employers, EPHP and politicians.
- » Financial and political climate.
- » Potential erosion of our unique position in the market.

CIPHI Strategic Context

The diagram below provides the overall context and a summary of the strategic planning process.



Mission Statement

CIPHI represents and unites Environmental Public Health professionals across Canada. We advance the profession and field of Environmental Public Health through certification, advocacy, education and professional competencies. Through this we protect the health of all Canadians.

CERTIFICATION: the Board of Certification is the organizational body for certification on behalf of the Institute. The certification process guarantees that the highest standards for entry into the profession are met.

ADVOCACY: CIPHI works to protect the health of all Canadians on environmental issues while promoting the science of environmental public health and the profession.

EDUCATION: CIPHI provides ongoing opportunities for professional development. CIPHI interacts strongly within the International environmental health community and is proactive in advancing the science of environmental health.

PROFESSIONAL COMPETENCIES: CIPHI has developed a set of discipline specific competencies for Environmental Public Health. These competencies describe the essential knowledge, skills and abilities necessary for continued development after receiving the Certificate in Public Health Inspection (Canada), CPHI(C).

Our Team's Guiding Principles

- » We work and communicate in an open, direct and transparent manner, always recognizing that we are accountable to the membership.
- » NEC board members and branches work collaboratively in the members' best interest – our members drive the agenda.
- » We treat each other professionally and with respect. We walk the talk.
- » We lead the way and provide the required leadership to achieve our objectives.
- » We do what we say we will do:
 - We only commit to work we feel we can deliver and grant each other permission to say 'no'.
 - As members of a team, we commit to doing our fair share.
 - We have a passion for the work/committees we sign up for and try as much as possible to match the work we do to our interests, passion, skills and competencies.

Key Strategies for 2010 - 2013

Strategies

The following is a summary description of the five strategic objectives of the NEC. Initiatives for each objective have been identified and are contained in Appendix A along with a timeline for achieving the strategic objectives.

1. Improve Membership Engagement
2. Build and Maintain a Sustainable Organization
3. Operate in an Open and Transparent Fashion
4. Enhance Professional Profile
5. Strengthen CPHI(C) Standards and Credential

Managing the Strategic Plan

- ▶ Assign clear ownership for each initiative and hold people accountable.
- ▶ Communicate the priorities and plan to the committees and ensure that the activities of the committees are aligned with the Board priorities.
- ▶ Ensure that each major project has developed a project charter with scope, approach, assumptions, detailed plan and resources required. Sample table of contents is in Appendix C.
- ▶ Prepare a status report template and request monthly or periodic status reports from the project owners and committees.
- ▶ Use the strategic plan priorities as a reality check whenever new priorities occur throughout the year. Ensure that any new priority is integrated only after thoughtful consideration of staff and committee time commitments.
- ▶ Additional priorities may need increased funding or resources. If increased funding is not an option, look at moving some priorities into the following year.

Critical Success Factors

Creating a plan is the easy part – delivering on the plan requires consistent, unified Board commitment, direction and ongoing energy for achieving the outcomes. A few key critical success factors include:

- ▶ Demonstrated commitment through active management and ownership of the plan by the Board President.
- ▶ Follow through from other Board members who are assigned or volunteer to “own” a strategic initiative.
- ▶ Alignment of committee and staff priorities to the overall CIPHI strategic priorities.
- ▶ Clarity of governance and accountability.
- ▶ A clear plan and annual budget by the committees and project owners approved by the Board.
- ▶ A budgeting process with clear roles for developing and delivering on projects and managing budgets. Define governance needs for the Board (how much “power” does the committee have, what are the approval levels, when do they have to go back to the Board, what role does staff play etc).

Next Steps

1. Obtain approval of final Strategic Plan by the NEC Executive.
2. Issue project lessons learned survey and summarize results. Use the lessons learned for future planning sessions to assess what worked and what could have been improved.
3. Publish Strategic Plan on CIPHI website. Send email to the members and non-members (listserv) with a link to the Strategic Plan.
4. Meet with Committee Chairs and present highlights of the Strategic Plan. Ensure they understand their role.

Appendix A - Strategies & Initiatives 2010 – 2013

Initiatives	Owner	2010	2011	2012	2013
1.0 Improve Membership Engagement					
1.1 Involve members on key decisions (survey part of 3.5). Part of values: <u>Members Drive the Agenda</u> .		◆—————◆			
1.2 Create <i>New Member Welcome Kit</i> , including member privileges/benefits.	Membership Committee	◆————◆			
1.3 Explore and present options for 100% membership. Explore other organizations' membership models.	Membership Committee	◆————◆	◆ - - - Implement Recommended Option - - - ◆		
1.4 Create an overall website strategy, including social networking options (MSC).	Keir/Ken	◆————◆			
1.5 Communicate accomplishments and success.	Phi	◆—————◆			








Expected Outcomes

- ▶ Members are more connected.
- ▶ Evaluation of the best model for membership leading to implementation over next few years.
- ▶ Improved MSC user interface and accessibility.
- ▶ CIPHI meets members' needs.

Performance Measures

- ▶ Use SurveyMonkey® or equivalent method, a minimum of once a year, in January around registration time and the annual Environmental Public Health Week. Use the 2010 survey as a baseline and look for measurable improvements every year in member engagement and satisfaction.
- ▶ 5% annual increase in the use of the Website and MSC.
- ▶ Three to six national educational opportunities available per year – not including conferences.
- ▶ 5% increase in new members and long term members per year.
- ▶ 50% of our members rate the value of membership as very high in 2011
- ▶ 60% of our members rate the value of membership as very high in 2012
- ▶ 70% of our members rate the value of membership as very high in 2013.

- » 50% of website visitors rate our website as great in 2011
- 60% of website visitors rate our website as great in 2012
- 70% of website visitors rate our website as great in 2013

Initiatives	Owner	2010	2011	2012	2013
2.0 Build and Maintain a Sustainable Organization					
2.1 Gather existing orientation binder documentation, and assess gaps. Disseminate and ensure contemporaneousness of orientation binder .	Phi				
2.2 Develop terms of references for executive positions, committee chairs/members. Include in orientation binder as available.	Debra				
2.3 Develop any outstanding policy, procedures for financial reporting to Board, members and external stakeholders (based on the gaps identified in 2.1).	Adam				
2.4.1 Develop 2 year business plan including business case for staff (Manager, Communications etc). Investigate alternative revenue streams and cost allocation models.	Finance Committee				
2.4.2 Obtain permanent, bilingual operational management. (dependent on 2.4)	Hiring Committee				
2.4.3 Develop a strategy and migrate from a working board to a policy board.	New Executive Director (ED)				
2.5 Explore/examine/evaluate similar organization's governance models.	Ontario Branch & New ED				

Expected Outcomes

- » A disciplined and effective approach for knowledge transfer within the committees and the board. Succession planning is completed for key positions ensuring business continuity.
- » Clear direction and framework for operations, budgets and accountability.
- » Consistency of reporting at all levels. Facilitates open and transparent operations.
- » A well thought-out, business case approach to staffing in order to improve the operations of CIPHI beyond board capacity. Provides the ability to move from a working board to a governance board.
- » A clear strategic plan and well defined priorities allows for improved success, less distraction to CIPHI's objectives, and hopefully, less burnout of volunteers.

- » Evaluation of the “best fit” governance model for CIPHI that will serve the needs of the organization as well as the membership.
- » Improved financial stability through reduction in reliance of variable revenue such as membership dues and conference proceeds.

Performance Measures

- » Board is not involved in administrative tasks. Less perceived burnout
- » Capacity to accomplish more, more quickly, for the membership.
- » Greater interest in participating in CIPHI e.g. elections are not acclamations.
- » Financial stability through alternative revenue streams e.g. grants. Potential targets:
 - Year 1 - +\$50,000
 - Year 2 - +\$100,000
 - Year 3 - +\$150,000



Initiatives	Owner	2010	2011	2012	2013
3.0 Operate in an Open and Transparent Fashion					
3.1 Develop & publish interim, clear and concise budgets, financial statements and governance operational policies.	Finance Committee	← Short Term →			
3.2 Publish NEC meeting minutes.	NEC President	◆	◆ ◆	◆ ◆	◆ ◆
3.3 Publish NEC committee's updates and status.	Committee Chairs	◆	◆ ◆	◆ ◆	◆ ◆
3.4 Improve accessibility to the NEC and committees. (part of 1.4 Web Strategy)					
3.5 Survey members for feedback.	Membership Committee	◆	◆ ◆	◆ ◆	◆ ◆
3.6.1 Develop communications/marketing capacity.	Peter/Barry	← Short Term →			
3.6.2 Develop a communications and marketing plan (internal and external).	Short term = Committee Chairs	← Short Term →			
3.6.3 Provide regular updates to stakeholders.	Short term = Committee Chairs	◆	◆ ◆	◆ ◆	◆ ◆
3.6.4 Maximize all communications (twitter/facebook) initiatives. (part of 1.4 Web Strategy)					
3.6.5 Increase traffic to various mediums. (part of 1.4 Web Strategy)					

Expected Outcomes

- ▶ Statements are published quarterly on the website.
- ▶ Meeting minutes are published within 30 days of a meeting.
- ▶ Published in EHR.
- ▶ Post pictures and contact information of NEC on the website.
- ▶ Provide detailed committee portfolios on the website.

Performance Measures

- ▶ All communication is bilingual.
- ▶ Increased awareness of CIPHI/NEC in survey results.
- ▶ Increase in membership.









Initiatives	Owner	2010	2011	2012	2013
4.0 Enhance Professional Profile					
4.1 Develop consistent messaging & branding at all levels. (part of Web Strategy 1.4 & Communications Strategy 3.6.1)					
4.2 Explore marketing expertise (part of 3.6)					
4.3 Explore and develop relationships with related organizations.	NEC President				
4.4 Develop bilingualism policy statement. (connected to 2.4 Business Plan & 1.4 Web Strategy).	Adam				

Expected Outcomes

- Improved communications (survey questions).
- Improved membership awareness.
- Members are better informed.
- Increased member satisfaction.
- Improved messaging.
- Maintained and increased affiliate membership.
- New revenue identified.
- Increased organizational visibility – internally and externally.
- Increased identity as the leading organization on EHP.
- Increased Francophone member satisfaction.
- Better national unity.
- Fulfilled national identity.

Performance Measures

- In support of the increased membership goals of 1.3.
- Re-evaluate membership satisfaction using the standard survey annually.
- Review membership dues financial trends.
- Review and evaluate organizational relationships annually.

Initiatives	Owner	2010	2011	2012	2013
5.0 Strengthen our Standards and Credential					
5.1 Evaluate current relationships with employers, unions, educational institutions and identify gaps.	Advocacy Committee				
5.2 Strengthen relationships with employers, unions & educational institutions.	NEC President				
5.3 Review and enhance the BOC process.	BOC				
5.4 Review and enhance the CPC program.	COPE/Phi				
5.5 Build professional competencies through educational opportunities.	Peter				

Expected Outcomes

- ▶ Employers demand CIPHI membership for Environmental Public Health positions as a condition of employment.
- ▶ Employers are provided with a formal avenue to participate and comment on standards of practice.
- ▶ Unions advocate for recognition of CIPHI membership as a requirement for employment.
- ▶ Educational institutions provide input and develop content to address educational opportunities ranging from entry-to-practice to continuing professional competencies
- ▶ CPHI(C) holders recognize the importance of setting and maintaining standards from entry-to-practice to continuing professional competencies.

Performance Measures

- ▶ Increase in number of provinces requiring CPHI(C) credential by one province per year.
- ▶ Reported number of participants in the Continuing Professional Competencies program increases 5% over baseline every year

Appendix B - Participant List

Name	Position	Location
Adam Grant	National President	Ontario
Barry D. MacGregor	Branch President	Nova Scotia
Chris Hart	Branch President	Newfoundland and Labrador
Claudia Kurzac	National Past President	British Columbia
Darcy Chrisp	Branch Vice President	Manitoba
Debra Langier-Blythe	Branch Representative	Alberta
Jasmina Egeler	NEC Treasurer	British Columbia
Josee Theriault	Branch President	New Brunswick
Keir Cordner	Branch President	British Columbia
Ken Diplock	Branch President Elect	Ontario
Nicholas Raymond	Branch Representative	Quebec
Peter Heywood	Branch President	Ontario
Phi Phan	National President Elect	Alberta
Ryan Philipation	Branch President	Saskatchewan
Sarah Chergui	Branch Representative	Quebec

Appendix C – Project Charter Outline

The following is a sample table of contents typically documented in a Project Charter or project profile.

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