IA Strategic Plan

2022-2025

Introduction

Founded in 1956 by Professor Bryan Brooke, and as one of the first ostomy charities to be set up globally, Ileostomy and Internal Pouch Association (IA) has been at the forefront of providing peer to peer support to people with living with an ileostomy or internal pouch and their families since its inception.

We are proud of our history and the vital help we have provided to many thousands of people over the past 66 years at a time they needed it most. We know how far we have come, but we recognise that in an ever-changing world we need to do more if we are to ensure our charity can meet the challenges it faces and continue its valuable work going forward.

This strategic plan is the culmination of 15 months of comprehensive consultation and discussion overseen by the charity's Trustees. It describes what we must do to fulfil our Vision and Mission through the setting of a number of Strategic Aims and Objectives.

We recognise that our goals are ambitious, and we will work tirelessly to achieve them, but we can't do this alone. We look forward to working with the both the **IA** and wider community to make this plan a reality.

Vision

Improving the lives of those with ileostomies and internal pouches.

Mission

To deliver our vision of improving the lives of those with an ileostomy or internal pouch, their families and carers, we will:

- Remain the leading voice acting on their behalf
- Continue to lobby for better care and support from government and health service providers
- Break down taboos
- Provide high quality peer-to-peer support and professional information, support and services
- Support and fund research that achieves our aims

Values

We have six core values underlying all we do:

1

Trusted

We are a respected, established charity using evidence, knowledge and experience to provide excellent levels of support and influence positive change; others believe what we say because they know we can back it up.

2

Independent

We will not compromise the independence we have fearlessly maintained throughout our long history as it allows us to give truly impartial advice to those who rely on our services, as well as the power to say what needs to be said for their benefit.

3

Professional

We are open, reliable, accountable and ethical, always adhering to applicable requirements and guidelines, and maintaining the highest of standards in all aspects of our work.

4

Compassionate

As a patient-led charity, our unique perspective informs and drives an unshakeable determination to support those with, or about to have, ileostomies and internal pouches, their families and carers – because we know, we care.

5

Innovative

We are ambitious and determined to drive change, pushing boundaries and embracing new ideas to deliver a positive impact in pursuit of our mission.

6

Knowledgeable

We make best use of our specialist expertise and knowledge to promote understanding and best practice, whilst continually learning and evolving to ensure we remain skilled and recognised leaders in our field.

Cross-cutting themes

Sustainability

We recognise our responsibility to contribute to the creation of a more sustainable world by improving both our own sustainability performance through the way we run our organisation and by influencing others to do the same.

Inclusivity

What we do is for everyone - we are committed to ensuring greater equality, diversity and inclusion across all aspects of our work and our organisation.

Strategic aims and objectives

Aim 1

Raise awareness of IA

What we want to do and why

We want more people to be able to access the services we offer and the research we fund at the time they would most benefit from them. To do that, we need to increase **IA**'s profile so that there is a greater awareness of **IA** amongst both the medical profession and the general public.

How we'll achieve this

We will:

- Build links and work in partnership with other organisations to increase awareness of our services.

- Aim to recruit a diverse range of **IA** Ambassadors who can help to represent **IA**'s services and research externally and seek to engage celebrity advocates as part of that process.

- Ensure that we have sufficient capacity resource-wise, both staff and funds, to actively handle all marketing, promotional and PR activities aimed at raising external awareness.

- Ensure the importance of our Internal Pouch community is recognised in our work to raise awareness.

- Work hard to increase awareness of ileostomies and internal pouches in the media.

- Aim to collaborate with all patient groups where those patients might potentially require surgery to create an ileostomy or internal pouch.

- Grow our fundraising activities at both local and national level.

What success will look like

These are examples of some of the ways that we'll measure the difference we have made.

By 2025:

- Our pool of **IA** Ambassadors will have grown in numbers and in diversity of all kinds and at least one celebrity advocate will have been recruited.

- The number of external fundraising events we are represented at will have grown and there will be a corresponding increase in fundraising income.

- We will have increased the profile and coverage of ileostomies and internal pouches in both mainstream press and social media with more articles and mentions.

Aim 2

Improve and expand our service offering

What we want to do and why

We want to improve what we currently offer to ensure that **IA** remains fit for purpose, as well as expanding our services into new areas so that we continue to offer the highest levels of support to those who need it.

How we'll achieve this

We will:

- Review our current membership offering and pricing model, identifying potential improvements to stabilise and increase membership.
- Work towards attracting new younger members to the charity with innovative services, whilst maintaining a differentiated product offering to continue to retain existing members.
- Provide a Specialist Core Rehabilitation Program available without charge to members.
- Develop and implement an updated and rebranded product, One2One Support, which will build on the success of our previous peer-to-peer support service.
- Review our current telephone support service and introduce improvements to allow greater access to expert support, including access to advice from Stoma Care Nurses (SCNs).
- Recognise the importance of mental health in patient recovery and work hard to increase support in this area for our users through new service offerings.
- Expand our financial support for members to improve their quality of life.
- Develop and deploy a new Digital Strategy to expand our means of communication with our members, supporters, professionals and researchers, including the ongoing development of our website.
- Continue to develop our flagship **IA** Journal magazine and grow its readership base encouraging engagement from all relevant parties including professionals and researchers.
- Develop online training for those who support people with ileostomies and internal pouches.
- Ensure a regular review of our existing literature and the creation of new literature items.
- Review the current Young **IA** offering and formulate a plan for the future.

What success will look like

These are examples of some of the ways that we'll measure the difference we have made.

By 2025:

- The number of members will have grown across all age groups.

- Support services provided to our members will have significantly grown, with a Specialist Core Rehabilitation Program, One2One Support operating with an increased number of Support Volunteers to help more people, and a greater number of enquiries being dealt with by our telephone support service through the introduction of a new SCN advice line.

- Our **IA** Journal will have a wider circulation and more items of literature will be available for those seeking advice.

- Our new Digital Strategy will have led to a greater engagement with our website and social media channels.

Aim 3

Harness the power of our group network and volunteers

What we want to do and why

We want to leverage the strengths within our existing group network and volunteers, sharing best practice and delivering high quality and consistent services to our users.

How we'll achieve this

We will:

- Improve engagement and communication between the national charity and local groups/volunteers through the recruitment of dedicated national charity staff resources to that end.
- Actively share best practice between local groups through improved inter-group communication channels.
- Develop closer relationships between **IA** and local stoma care nurse teams, hospital departments, GPs and medical centres through the promotion of local groups' profiles.
- Encourage sharing of best practice between professionals, researchers and local groups.
- Build a diverse volunteer base to develop relationships with all communities.

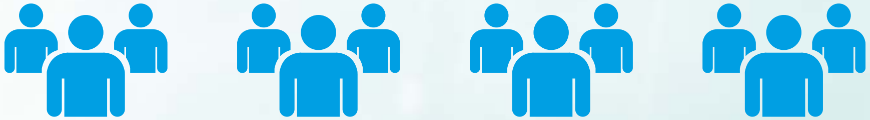
What success will look like

These are examples of some of the ways that we'll measure the difference we have made.

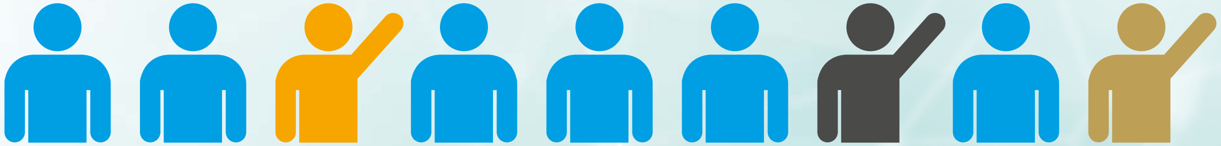
By 2025:

- Communications between the national charity and local groups will have significantly increased, with local group volunteers feeling better supported by, and involved with, the national charity.

- A greater number of local groups will have developed strong links with their local medical contacts.



- Our volunteer base will have increased in size and diversity.

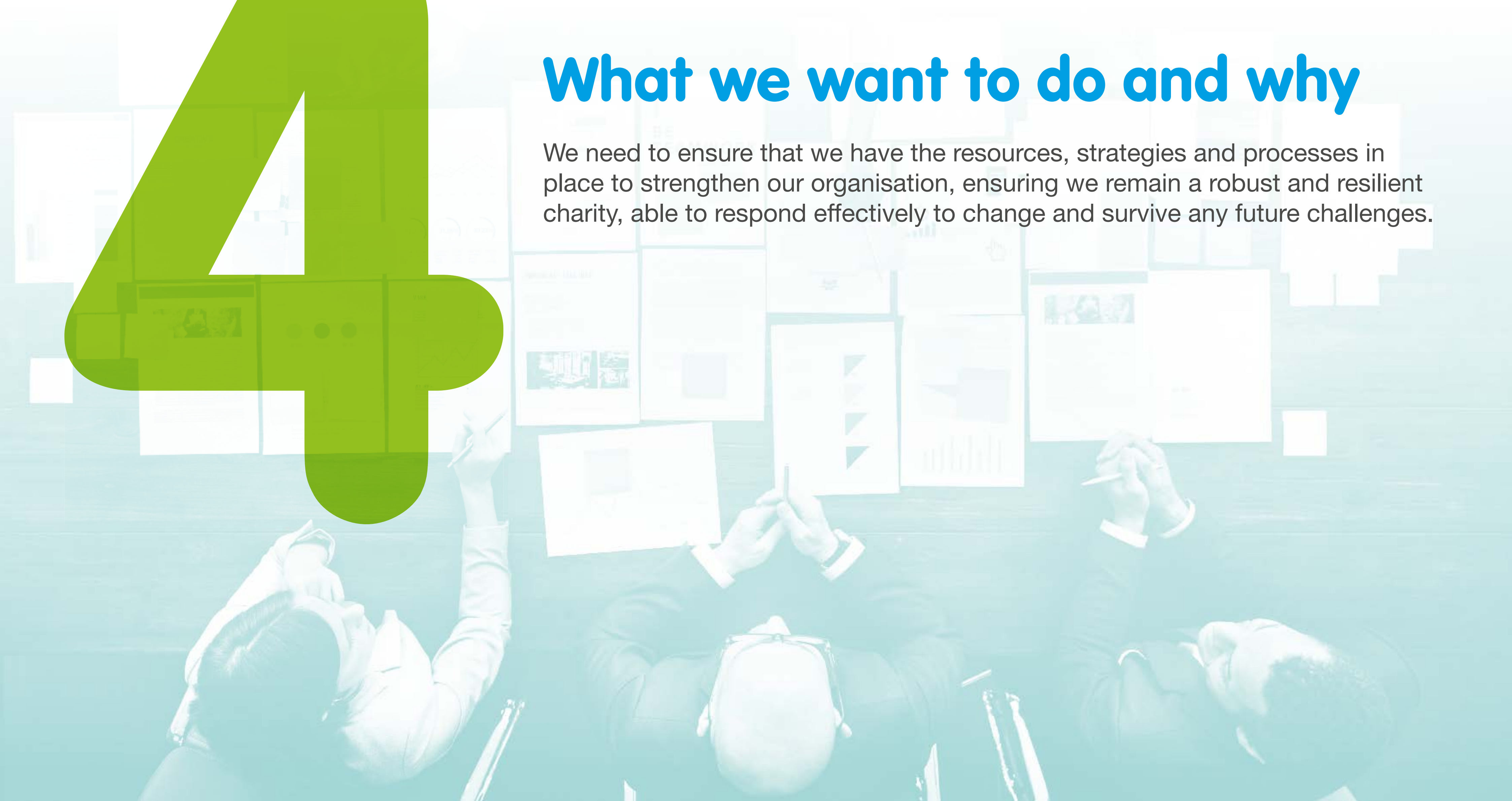


Aim 4

Strengthen our organisation

What we want to do and why

We need to ensure that we have the resources, strategies and processes in place to strengthen our organisation, ensuring we remain a robust and resilient charity, able to respond effectively to change and survive any future challenges.



How we'll achieve this

We will:

- Ensure a strong focus on improving communication between members, professionals and researchers on a charity-wide basis, both internally and externally.
- Maintain a robust governance structure to ensure the charity is governed in line with Charity Commission good practice guidelines and all applicable legislation.
- Operate effective safeguarding practice in all areas.
- Ensure the charity works to current data protection and cyber security regulations so that the **IA** community know their data is safely and ethically managed.
- Formulate and implement a financial strategy that will initially include the use of existing reserves to invest in **IA**'s future, whilst ensuring that **IA** remains financially sustainable in the longer term. With an increase in income, a more diverse mix of funding sources and the generation of modest surpluses we can build and maintain reserves for the future.
- Ensure that we have sufficient staff resources to undertake all our activities in a timely manner, whilst considering the alternative of outsourcing in specific areas/roles where there is a good business case.
- Make sure that our staff and volunteers can perform to the best of their ability and remain our strongest asset, through targeted training and support to emphasise values as well as skills.
- Develop succession planning strategies at national and local levels to protect the future of the charity.

What success will look like

These are examples of some of the ways that we'll measure the difference we have made.

By 2025:

- Reliance on investment income will have reduced with an increase in the diversity of our income streams and income levels overall.

- We will have started to build reserves through the generation of modest surpluses after a period of reinvestment into the development of our services and organisation.

- A strong focus on developing our team will have led to a well-managed, happy workforce able to deliver a more responsive service to our beneficiaries.

Aim 5

Develop our research portfolio

What we want to do and why

We want to ensure that research is integral to everything we do. We will continue to develop our research portfolio to broaden and deepen knowledge of bowel disease and the patient journey for those with ileostomies and internal pouches, ultimately leading to better care.

How we'll achieve this

We will:

- Use our Research sub-committee to formulate a research strategy and provide expert guidance in the selection of research subjects.
- Ensure that approved projects are properly monitored throughout their life cycle requiring regular reports on progress.
- Share the results widely to help drive improved patient care and to recognise **IA**'s contribution to the world of research.

What success will look like

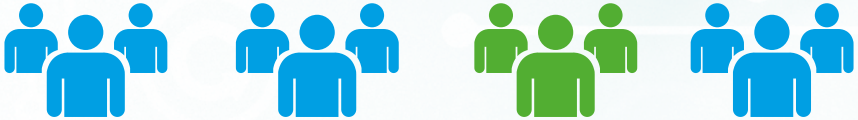
These are examples of some of the ways that we'll measure the difference we have made.

By 2025:

- We will have built a diverse network of Research Ambassadors, connected by a digital network that facilitates frequent dissemination of research information including in our **IA** Journal. This will include new studies to participate in, updates and results of our funded and endorsed research, as well as opportunities to provide feedback to relevant parties.

- We will aim to have funded at least one major multi-centre research project that will be underway and expected to report within three years. We will also aim to have funded at least three small to medium sized projects (e.g. feasibility and pilot studies) that would be due to report within one year.

- We will aim to have collaborated with partner organisations and delivered at least one cross group output of significance.



Aim 6

Advocate on behalf of our members and represent their interests externally

What we want to do and why

We recognise that people need immediate support, but that they also need long term change to the way those with ileostomies and internal pouches are viewed and treated. To achieve this change, we want to fight for better services, standards of care and rights, campaigning to deliver the best possible improvements.

How we'll achieve this

We will:

- Call out discrimination and promote inclusivity.
- Collaborate with other organisations to maximise the reach and impact of our advocacy and our funded research to enhance our expert voice.
- Represent those with ileostomies and internal pouches on governmental, medical and trade bodies and organisations to ensure their voice is heard and their needs taken into account.
- Instigate and participate in campaigns that seek to improve the lives of those with ileostomies and internal pouches.
- Contribute to the body of knowledge that promotes minimum standards of care.
- Lobby policy makers to standardise quality of care and improve the relevance and impact of research across the UK and Ireland.

What success will look like

These are examples of some of the ways that we'll measure the difference we have made.

By 2025:

- We will have actively instigated or participated in at least one campaign each year that sought to improve the lives of those with ileostomies and internal pouches.

- We will have entered into more collaborations with other organisations.

- Our work will have moved us objectively closer to a standardised quality of care allied to defined minimum standards of care.

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