

INTERNATIONAL GRENFELL ASSOCIATION
STRATEGIC PLAN
“CONTINUING THE MISSION”

September 17, 2016

Foreword

The International Grenfell Association (IGA) was incorporated in Canada on January 10, 1914, under the Companies Act of 1899. Sir Wilfred Grenfell, the founder of IGA, came to Newfoundland to attend to the needs of fishermen in northern Newfoundland and the coast of Labrador. As well as being an excellent physician and surgeon who initially ran his medical services from a base hospital in Battle Harbor, Labrador, and from various ships which moved up and down the Labrador coast, he also tended to other needs of people in the region.

In its earliest years, the IGA had four functions in serving the needs of the people. They were (1) health care; (2) education; (3) religious services; and (4) rehabilitation and other social activities. With the passage of time, some of these needs have been provided by sources outside the IGA. The availability of ordained clergy led to a withdrawal of major activities in the area of religion; the provision of education by the provincial government replaced Sir Wilfred's schools. Gradually, the IGA evolved as the manager of medical care for the whole region, constructing a series of nursing stations along the Labrador Coast and on the Northern Peninsula of Newfoundland. As time went on, the expense of providing that medical care far outstripped the ability to fund it, and the provincial government supplemented the budget until government essentially provided all medical funding by the late 1970's.

When it became apparent that the IGA had become managers of government funding and the people of the region wanted more participation in the management of their health care, the IGA decided to reorganize its focus, and it became essentially a private foundation whose sole purpose is to award grants to benefit people of the region.

In 1981, the IGA turned all of its medical care assets - nursing stations, hospitals, equipment and land pertinent to that service over to the provincial government for the sum of \$1.00. Since that time, the IGA has been managing the grant program for itself and its affiliates.

In addition to IGA's funds the source of funds for these grants are the endowment funds of three supporting associations: **Grenfell Association of America (GAA)** in New York, **New England Grenfell Association (NEGA)** in Boston, and the **Grenfell Association of Great Britain and Ireland (GAGBI)** in London, England.

The distribution of monies is made through the IGA, acting as an agent for the supporting associations. The Board of Directors of the IGA, in conjunction with the supporting associations make the decisions on which grant applications submitted will be funded.

Introduction

This document updates the 2014 Strategic Plan for IGA. Modifications to this document are intended to reflect strategic direction, performance evaluation, the need for strict fiscal accountability and the need to track and adjust to significant changes along the way. Remarkable progress has been made against the strategic objectives established earlier. However, the mission of IGA is ongoing. The socio-economic and cultural environment within the Grenfell Region is constantly changing and there is consensus among directors for flexibility in response to these changing needs.

Mission

The mission of the International Grenfell Association is to provide funds in support of initiatives that benefit the health, education, social and cultural well-being of the people of Northern Newfoundland and Coastal Labrador, working in partnership with government and agencies.

Vision

To fulfill its mission, with focus on the Grenfell Region, the International Grenfell Association and its supporting associations will continue to:

1. support community wellness.
2. support quality health services
3. support quality educational services
4. provide bursaries for higher education to worthy students
5. encourage sustainability through seed funding
6. support other initiatives linked to the spirit and intent of the Grenfell Mission
7. continue to keep the legacy and spirit of the Grenfell Mission alive
8. uphold the integrity and accountability of the Grenfell Mission

Core Values and Principles

The IGA will strive to adhere to these principles in reviewing grant applications:

- 1 **Equity**- target resources to create balance in areas of contributions.
- 2 **Relevance** - support projects that are meaningful, focused, and in line with existing needs.
- 3 **Appropriateness** - support timely projects, fitting with current circumstance and conditions.
- 4 **Evidence-Based** - support projects shown to work effectively, and/or has precedent.
- 5 **Innovation** - promote breaking new ground, offering new ways of doing things.
- 6 **Accountability** - encourage projects that can be justified, with responsible actions.
- 7 **Cost Benefit** - support projects that offer a good return for the investment.
- 8 **Time Scale** - determine that supported projects are achievable within the indicated time period.
- 9 **Annual Review** - projects must be open to evaluation by IGA Board.

Critical Challenges

IGA recognizes the following on-going challenges:

Assessing regional needs:

- 1 Managing IGA's public image and expectations.
- 2 Coordinating with government, government service providers and community priorities.
- 3 Staying informed on changing circumstances in the region related to health care, education and communities.

Strategic Directions

In an effort to fulfill its mission and vision, the International Grenfell Association along with its supporting associations will concentrate on the following strategic areas:

Strategic Area 1 – Service Excellence

Objectives

- 1.1 to ensure that Board structures are in place to achieve intended results and accountability.
- 1.2 to ensure that responsible administrative processes are established to achieve efficiencies, effectiveness, continuity, security, and credibility through risk management.
- 1.3 to establish and maintain effective internal and external communication strategies, and to continue with recent emphasis on a marketing plan for the IGA.
- 1.4 to adopt a flexible approach to funding and award each grant on its individual merit.
- 1.5 to adjust more balanced funding between health, education and community based projects.
- 1.6 to improve performance information to support evidence based decision making.
- 1.7 to maintain succession plans for Board Chair, Vice-chair and Directors.
- 1.8 to develop and maintain a business continuity plan for the IGA office.

Strategic Area 2 – Strengthen Strategic Partnerships

Objectives

- 2.1 to foster strong supportive partnerships among its own supporting associations (IGA, GAA, NEGA, and GAGBI).
- 2.2 to establish collaborative relationships with provincial and indigenous governments, health boards, school boards, Memorial University, community agencies, leading to joint strategic initiatives and planning, and to meet with these entities whenever the opportunity presents itself.
- 2.3 to establish guidelines for inviting external participants to Board meetings.
- 2.4 to establish partnership/collaboration with non-profit community agencies whose mandate reflects IGA's mission, particularly support to those with greatest need.
- 2.5 to establish where appropriate and with merit joint partnership funding.
- 2.6 to support local research initiatives leading to evidence based decision making in areas of IGA support.
- 2.7 to explore and pilot potential project collaboration with non- profit agencies supportive of IGA objectives.

Strategic Area 3 – Support for Quality Health

Objectives

- 3.1 to support initiatives leading to healthy life styles and maintenance of good health.
- 3.2 to support healthy youth initiatives such as recreation, safe sex, drug and alcohol prevention and non-bullying.
- 3.3 to support counselling – mental health, career guidance and family issues.
- 3.4 to support initiatives related to elderly care and an aging population.
- 3.5 to support ad-hoc initiatives related to chronic health issues such as; diabetes, obesity and fetal alcohol spectrum disorder (FASD) and other areas of focus identified by Labrador Grenfell Health, as well as the Department of Health and Community Services.

Strategic Area 4 – Support for Quality Education

Objectives

- 4.1 to continue refinement of bursary support to students with most financial need.
- 4.2 to support initiatives that promote child, adult and family learning
- 4.3 to support innovative educational ideas as pilot projects that may evolve to other schools.
- 4.4 to encourage proposals from education complementary to other IGA strategic areas such as healthy living.
- 4.5 to support education proposals in youth leadership.
- 4.6 to solicit more proposals from schools/communities with greatest need.

Strategic Area 5 – Support for Community Wellness.

Objectives

- 5.1 to support proposals that promote community pride and belonging while also encouraging healthy living, recreation and physical fitness.
- 5.2 to support proposals related to traditional skills such as story-telling, crafts, music and other cultural values.
- 5.3 to encourage and support proposals that promote community sustainability.
- 5.4 to improve commencement and completion of community based projects to fit within a twelve month timeframe.

Conclusion

This Strategic Plan aims to guide continuation of the work of Sir Wilfred Grenfell through the International Grenfell Association, its supporting associations and affiliated agencies. Areas of support will continue to focus around health, education and community wellness.

This Plan is a living document, to be revisited annually and modified as necessary. We will regularly assess progress against the strategies and activities set out in the plan.
