

Strategy and Vision 2003-2007



Leading and Advancing

ACERT

ASSOCIATION OF CAMPUS EMERGENCY RESPONSE TEAMS OF CANADA

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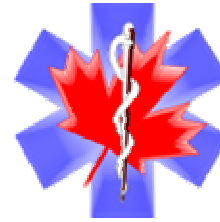
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ASSOCIATION OF CAMPUS EMERGENCY
RESPONSE TEAMS OF CANADA



Strategy and Vision

2003-2007

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Acknowledgements and Dedication

Acknowledgements

This document could not have been possible without the dedication of a number of individuals including:

- The entire ACERT Board of Directors for 2001-02, in particular Frances Gertsch and Kate Bingham, the original leaders of the Strategy and Vision task force, and also Owen Charters and Stephen King
- The ACERT Board of Directors for 2002-03, in particular Romi Raina and Alex Drossos

Dedication

This publication is dedicated to all ACERT member teams, past, current and future. It is hoped that this document will ensure the long term success of ACERT and thus also of its member network.

Executive Summary

ACERT has embarked on a most important task. It has researched and formulated what its focus should be for the next five years. It has called this process the Strategy and Vision and has entitled it: *Leading and Advancing*. It is this title that provides meaning and direction to the entire process.

The components of the Strategy and Vision plan included the following deliverables:

- Results from Member Input
- Research results from an External Environment Scan
- A new Vision for the association
- A restructured Mission for the association
- Seven Strategic Objectives that will guide the association in everything it does

All of these components are detailed throughout this document. The latter three are highlighted here as well. Immediately following this summary is a one-page pictorial view of the Vision, Mission and Strategic Objectives as identified in this report. ACERT's new Vision is an achievable description of the future, a future beyond the end of this Strategy and Vision. The Mission remains relatively unchanged, but has been expanded and re-worked.

The seven strategic objectives will be the major guide for our organization over the next five years. They describe how we will address the issues of human resources, membership, finances and partners in response, and the products and services offered to the member network. Each is important to success of this strategy and yet not one is sufficient on its own – completion of all seven objectives is necessary. The objectives are however listed in priority order.

The importance of this process, and indeed this document, to ACERT is tremendous. However, the process has just begun – now the implementation of these recommendations will commence and only with achievement at the

implementation level can ACERT's members boast to have been successful in executing a Strategy and Vision for 2003-2007.

Vision, Mission and Strategic Objectives

Vision

ACERT believes that every public post-secondary institution in Canada should have a campus emergency response team. We will accomplish this vision by recruiting inspired and empowered staff and volunteers as well as having a diversified funding base. As a result, ACERT will lead and advance the campus emergency response community.

Mission

Purpose

ACERT is a non-profit, charitable organization whose purpose is to support, promote and advocate emergency care on Canadian post-secondary campuses.

Business

ACERT achieves its mission by providing the product and service mix requested by its members and by assisting those who are attempting to start a campus emergency response team.

Values

In recognizing the uniqueness of each member organization, ACERT commits itself to the following principles:

- To embody **humanity** and mutual understanding.
- To facilitate **communication** among member organizations.
- To foster ideas and overall **development** while providing support for existing and potential member organizations.
- To act as a **liaison** between member and external organizations.
- To encourage the diffusion of first aid and emergency care **knowledge** within the communities served by member organizations.
- To promote **professionalism** in the provision of emergency care by member organizations.
- To encourage **unity, spirit and leadership**.

Strategic Objectives

1. Information is our core competency. We will focus on creating, gathering, managing and disseminating information. Our greatest asset, our people, will accomplish this with an extensive and continuous fundraising process and an adequate technology platform.
2. We will ensure that the ACERT product and service mix provides value for the current member network.
3. We will continually increase our support, both operational and financial, of the two major annual campus emergency response events – the Mixer Competition and the National Conference of Campus Emergency Responders.
4. We will increase our membership.
5. We will endeavour to provide more and more products and services in both official languages of Canada.
6. We will raise the profile of campus emergency response to the general public and to those educational institutions that don't currently have a team in order to increase the prevalence of campus emergency response teams across Canada.
7. We will appropriately promote and advocate the use of "advanced" equipment by campus emergency response teams in order to improve the quality of patient care.

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About ACERT

1

History
Structure

CHAPTER 1 – ABOUT ACERT

The Association of Campus Emergency Response Teams of Canada (ACERT) is non-profit, student run, volunteer national charity that represents campus emergency response teams (CERTs). A CERT is a group of individuals that provides first aid services to a post-secondary campus, or other educational institution. ACERT supplies a networking forum to these teams as well as information resources and other support as needed.

History

ACERT was formed in February of 1996 at the annual campus emergency response conference, held at Lakehead University in Thunder Bay, Ontario. At that time all of the teams present at the conference met to discuss the possibility of starting a national organization that could represent all teams and facilitate communication between them. There was a resounding desire to start such an organization so less than a month later representatives from each school met at the University of Western Ontario where the mission statement was drafted, first executive was appointed and the original logo approved. Since then ACERT has grown to its current state, only some seven years later.

Structure

As a registered national charity and incorporated organization ACERT has a structure that falls within the requirements of those two designations. ACERT has a Board of Directors consisting of ten members. Within this Board of Directors there are three individuals that make up the executive (President & CEO, Vice President Communications and Vice President Finance). The Board of Directors also appoints a Chairperson internally, and one of the Directors must be an ex-officio member who has a medical background and thus acts as the Medical Advisor to the Board. Figure 1 illustrates the entire ACERT organizational structure.

Apart from the Board of Directors, ACERT also has other members of the association. These are the member CERTs. Each of these members is represented by the “Team Representative” who is appointed or elected by each team. The full group consisting of the Board of Directors and Team Representatives makes up the General Assembly of the association, the voting body at the Annual General Meeting which

CHAPTER 1 – ABOUT ACERT

occurs each February at the National Conference of Campus Emergency Responders (NCCER). The General Assembly is depicted below by the large outside square. In addition to the General Assembly, ACERT also has a number of regular Staff and other Volunteers.

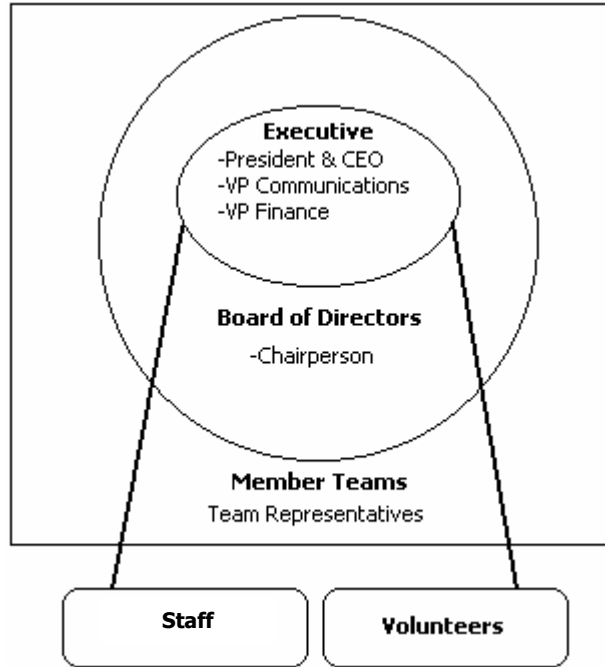


Figure 1. ACERT Structure

Background and Organizational Importance

2

Strategy and Vision Need and
Formulation Process

The ACERT Strategy and Vision (S&V) process was initiated and approved in February 2001. Work on the task force began later that summer. It continued into the fall and following spring. After the 2001 NCCER (which was once again at Lakehead University) the project was put on hold temporarily due a lack of resources to complete it. In the fall of 2002 resources were once again available and the project was completed before the end of the 2002 calendar year. Minor refinements to the report were made in early 2003.

Strategy and Vision Need and Formulation Process

The two-page document that outlined the details of the S&V plan included the roadmap for completing the project. Part of the text described the need for such a process:

“...ACERT and its leadership (i.e. the Executive and Board of Directors) have had difficulty in maintaining a common vision and direction in order to prioritize and select the most important projects to pursue and establish realistic as well as appropriate goals in order to best meet the needs of the Membership. It is the goal of this document to set out the steps required to craft the ACERT Strategy and Vision for the next five years.”

The document further defined the distinction between a *Strategy* and *Vision*, but both were seen as imperative for success of the process. Full stakeholder involvement was also identified as a key success factor.

Four areas of investigation were included in the proposal:

1. Human Resources (what positions, recommended experience, growth, volunteer/paid)
2. Membership (size and growth level, amount of fees)
3. Finances and Partners in Response (budget size, fundraising and sponsorship, strategic alliances and partnerships)
4. Projects and Services Complement (what services to offer and when, which to place as priorities)

Imbedded into these four areas of investigation was information technology. IT was effectively seen as the piece that would provide the “glue” to keep the above four items together.

CHAPTER 2 – BACKGROUND AND ORGANIZATIONAL IMPORTANCE

Further to the areas of investigation, the components of the process included:

- Planning
- Articulating the Vision
- Assessing the Internal and External Environments
- Agreeing on Priorities (i.e. products and services offering)
- Writing the Strategic Plan

Once the proposal was approved the next step was to identify the individuals who would see the process through to completion. Two members of the Board of Directors were chosen: Frances Gertsch and Kate Bingham. Frances and Kate conducted the planning and then led the process of member input and thus were able to complete the internal environment assessment. However, once these two individuals completed their terms as Director in March 2002 a void of human resources for the task force resulted. Due to the efforts required for the impromptu President Search this void continued until the fall of 2002. At that time the Chairperson of the Board of Directors, and former President & CEO, Alex Drossos, was appointed to complete the process. He would conduct the external environment assessment, work with the Board of Directors to formulate the new ACERT Vision, ensure that the products and services priorities were agreed upon and finally draft the strategic objectives that would guide ACERT for the next five years.

Research Methods and Findings

3

Member Surveys
Board Input
External Environment Scan

Three components were included in the research phase of the S&V. They consisted of member surveys, input from the Board of Directors (for both the 2001-02 and 2002-03 terms), and secondary research of the external environment. Each of these is described below in turn.

Member Surveys

Two member surveys were conducted online over the ACERT web site and e-mail lists. The purpose of these surveys was to gain insight from the members about the products and services that ACERT provides, or could be providing, and discover which are most important. Another purpose was to gauge the current perception of ACERT and possible future vision of the organization.

The first survey was conducted in late spring of 2001 and the results were released in October 2001.¹ The second survey, which was much more qualitative in nature, ran in late February and early March of 2002 with the results being circulated in June 2002.² In the case of both of these surveys the response rate was low (29 respondents for the first survey and only 7 for the second). In part this was due to some teams submitting one combined response for all their team members. Other reasons for this low response rate are likely, but can only be speculated. As a result of the low response rate the authors noted that the results of the surveys should only act as a guide for the overall S&V process and only in conjunction with other methods of information gathering.

Nevertheless, the results of the surveys were taken into account in preparing this strategy. Both surveys are available for download from the ACERT web site at www.acert.ca/vision.

Board Input

The 2001-02 Board of Directors were not able to provide substantial input in terms of the final product of the S&V. Its contribution was mostly limited to the planning stage and providing direction to the initial stages of information gathering (namely the member surveys).

The Board of Directors of the following year however (the 2002-03 Board) was more involved from a decision making perspective and yet further removed from the

planning and information gathering components. This latter fact was because of the nature of the information gathering at this time – it included the external environment scan as well as detailed research of strategic objectives and vision statement formulation. Nevertheless, the 2002-03 Board was intimately involved in the restructuring of the ACERT Mission statement as well as the formulation of the new Vision statement.

External Environment Scan

Research for the external environment scan was conducted by reviewing articles in scholarly journals, conducting extensive Internet searches and consulting with other health and emergency services organizations. Four major themes emerged from the research. Each is listed below with a brief description.

1. CERT integration into local emergency health services system

Integrating CERTs into the local emergency health services system has been a reality in the US for a number of years³. However, only one ACERT member team has been integrated into the local EMS service level. Even still health services integration is occurring at many levels⁴ in cities in Canada and CERTs should not be left out.

2. Public Access Defibrillation (PAD) and CERT use of Automated External Defibrillators (AEDs)

Early defibrillation saves lives.^{5,6} CERTs are in a unique position to offer very early defibrillation to cardiac arrest patients. Through this effort CERTs can have an even greater positive impact on their campus and local communities.

3. CERT service type should be based on the need of the local campus and community

CERTs come in many types and sizes. The service type should be dictated by “need” of the local campus and community rather than by “want” of the team members and administrators.

4. Liability concerns associated with NOT having a CERT on a campus are now outweighing the liability of having CERT volunteers perform advanced first aid

CHAPTER 3 – RESEARCH METHODS AND FINDINGS

As the prevalence of CERTs increases so does the liability associated with not having a team on your campus. This is becoming more and more apparent in both the US and Canada, but the ramifications of not having a team have not yet been tested in the legal system.

Addressing the impact of each of these themes is more important than simply identifying them. As a result, this strategy has been developed with these four themes in mind.

A New Vision

4

Vision
Mission Reorganization

CHAPTER 4 – A NEW VISION

Creating a vision for ACERT was seen as one of the key components of the S&V process, and hence why the process was called “Strategy and Vision” in the first place, as opposed to simply “Strategy”. In addition to the new Vision, the Mission was also reviewed and restructured.

Vision

While a mission describes a current state, a vision clearly focuses on the future. Allison and Kaye⁷ describe a vision as:

A mental model of a future state, built upon plausible speculations, reasonable speculations about the future and influenced by our own judgements about what is possible and worthwhile. A Vision is a mental model that people and organizations can bring into being through their commitment and actions.

With this ‘mental model’ in mind, the ACERT Chairperson and President were able to brainstorm possibilities for a vision using the results of the S&V member surveys as a guide. Once they were happy with the results of the new Vision statement it was brought to the Board of Directors for final review and approval. This occurred at the November 8, 2002 Board Meeting in Ottawa, Ontario at Carleton University during the 2002 Mixer Competition. ACERT’s Vision is shown in Box 1 below.

Box 1. ACERT Vision

ACERT believes that every public post-secondary institution in Canada should have a campus emergency response team. We will accomplish this vision by recruiting inspired and empowered staff and volunteers as well as having a diversified funding base. As a result, ACERT will lead and advance the campus emergency response community.

It is the words *lead* and *advance* in the final sentence of the Vision that have given this document its name:

ACERT Strategy and Vision 2003-2007: Leading and Advancing

Mission Reorganization

Previously, ACERT had a guiding Mission statement and a set of Values (see Appendix 1 for the former ACERT Mission and Values). Once again using the work of Allison and Kaye for direction, the Mission was restructured to include three components as listed below and defined:⁸

- Purpose: *Why the organization exists and what it seeks to accomplish*
- Business: *The main method or activity through which the organization works to fulfill this purpose*
- Values: *The principles or beliefs which guide an organization's members as they pursue the organization's purpose*

The previous mission has now been specified as the Purpose. A new Business statement was formulated with input from the Board of Directors. The list of Values has not changed, but bold font has been added to certain words in each individual value phrase in order to emphasize key words. It is expected that the Purpose will remain as the main message to deliver to the public and stakeholders. However, the new Vision statement will also be used with this intent. Box 2 on the following page lists all of the components of the newly structured Mission statement.

Box 2. ACERT Mission

Purpose

ACERT is a non-profit, charitable organization whose purpose is to support, promote and advocate emergency care on Canadian post-secondary campuses.

Business

ACERT achieves its mission by providing the product and service mix requested by its members and by assisting those who are attempting to start a campus emergency response team.

Values

In recognizing the uniqueness of each member organization, ACERT commits itself to the following principles:

- To embody **humanity** and mutual understanding.
- To facilitate **communication** among member organizations.
- To foster ideas and overall **development** while providing support for existing and potential member organizations.
- To act as a **liaison** between member and external organizations.
- To encourage the diffusion of first aid and emergency care **knowledge** within the communities served by member organizations.
- To promote **professionalism** in the provision of emergency care by member organizations.
- To encourage **unity, spirit and leadership**.

CHAPTER 4 – A NEW VISION

Strategic Objectives Defined

5

The Seven Strategic Objectives

CHAPTER 5 – STRATEGIC OBJECTIVES DEFINED

This chapter describes in some detail the largest component of the S&V process – the Strategic Objectives for the association. Allison and Kaye⁹ describe a Strategic Plan as:

A systematic process through which an organization agrees on – and builds commitment among key stakeholders to – priorities which are essential to its mission and responsive to the operating environment.

Each Strategic Objective for ACERT is listed in a Box and then described below it. With these seven Strategic Objectives ACERT will be able to lead and advance its Mission and Vision for the next five years through to 2007. The list is in order of priority with Strategic Objective One being the most important. The specific operationalization of these Strategic Objectives will be left to the Executives and Boards for the years to come, though the Recommendations and Implementation chapter which follows this one provides some guidance. In addition to the details in that chapter, specific goals and deliverables for each objective will be created and approved by the Board early in the first year of implementation. These goals and deliverables will be developed based on need and the availability of resources.

The Seven Strategic Objectives

Box 3. Strategic Objective One

Information is our core competency. We will focus on creating, gathering, managing and disseminating information. Our greatest asset, our people, will accomplish this with an extensive and continuous fundraising process and an adequate technology platform.

ACERT will strive more and more to be information driven. Our current resources (human and financial) make this the best focus for ACERT. This focus also provides the most value for our members, and minimizes the amount of competition with other related emergency services and first aid organizations that typically provide other product and service types.

This strategic objective consists of three components:

1. Human Resources
2. Fundraising

3. Technology Infrastructure

Each of these links back to the areas of investigation from the original Strategy and Vision plan. The first item above links back to the area of investigation with the same title. The second links to the Partners in Response area, specifically addressing fundraising. And the third was referred to as the “glue” that kept all four areas together. ACERT must consider all three of these, collectively, in order to succeed in the future.

Box 4. Strategic Objective Two

We will ensure that the ACERT product and service mix provides value for the current member network.

It is not sufficient for ACERT to provide its members with products and services. These products and services must be needed and requested by the members, and prioritized to a certain extent. They must also be frequently reviewed to ensure their need and relevance over time. Chapter 6 goes into more detail about this mix.

This strategic objective addresses the area of investigation from the original plan entitled “Projects and Services Compliment”.

Box 5. Strategic Objective Three

We will continually increase our support, both operational and financial, of the two major annual campus emergency response events – the Mixer Competition and the National Conference of Campus Emergency Responders.

Time and time again our members, and more importantly perhaps individual responders, have indicated that the two biggest highlights of the academic year are the Mixer Competition and the NCCER. It is during these times that responders can make new friendships and re-establish old ones as well as share ideas, successes and hardships. Therefore, a major priority for ACERT will be to ensure the continued efficacy and success of these two events by increasing support, both operational and financial. This level of support has continually increased over the past 3-5 years, but must even more. Furthermore, this strategic objective supports all areas of investigation for the Strategy and Vision plan, which makes it a strong candidate for being obligatory for long-term success of Canadian campus emergency response (CER).

Box 6. Strategic Objective Four

We will increase our membership.

This objective needs little explanation. It of course directly relates to the area of investigation from the original plan entitled Membership. ACERT is currently predominantly an Ontario-based association. If ACERT truly wants to have a national profile it must gain members in other provinces and territories as well. Furthermore, ACERT will seek to assist those who wish to start a CERT at their campus in order to further increase the member network size.

Box 7. Strategic Objective Five

We will endeavour to provide more and more products and services in both official languages of Canada.

Almost as an extension to Strategic Objective Four, this objective states our desire to become bilingual, thus enabling growth and expansion to francophone schools both in Quebec and elsewhere. We are especially aware of numerous teams in CÉGEP colleges in Quebec that have an interest in ACERT. With few products and services currently offered in French there is little incentive for them to join our network. The resource requirement to see this strategic objective through is substantial, but not insurmountable.

Box 8. Strategic Objective Six

We will raise the profile of campus emergency response to the general public and to those educational institutions that don't currently have a team in order to increase the prevalence of campus emergency response teams across Canada.

We know well that individuals not involved with emergency health services and indeed CERTs are unaware of ACERT and CERTs. ACERT is in the position to raise general awareness in order to educate the public but also to encourage individuals to start a team at their school. Much of this will require advertising, dedicated public

relations campaigns, research, education, and conferences, to name a few. This objective is aimed at both Partners in Response and Membership.

Box 9. Strategic Objective Seven

We will appropriately promote and advocate the use of "advanced" equipment by campus emergency response teams in order to improve the quality of patient care.

ACERT will focus on promoting and advocating the use of AEDs due to their potential impact on saving lives. Other equipment ACERT will promote includes, but is not limited to:

- Oxygen and assisted breathing devices
- Spinal immobilization devices
- Blood pressure measurement devices and stethoscopes

This will be accomplished through the support from our Partners in Response, through research, and through the creation of 'sample protocols' and operations manuals.

Recommendations and Implementation

6

The Sustainability Triangle
The 80 / 20 Rule
Products and Services Mix
Timelines
Managing Risk

CHAPTER 6 – RECOMMENDATIONS AND IMPLEMENTATION

This section focuses on some aspects of implementing the Strategy and Vision for ACERT. Particularly it outlines the implications the Strategic Objectives and Vision will have on the management – predominantly the Executive – and it recommends the timelines during which to focus on the various items in the Products and Services Mix.

The Sustainability Triangle

ACERT has established seven Strategic Objectives for the next five years. However, focus on priorities must still be maintained. With this in mind the Sustainability Triangle (Figure 2) is a tool that will help achieve focus.

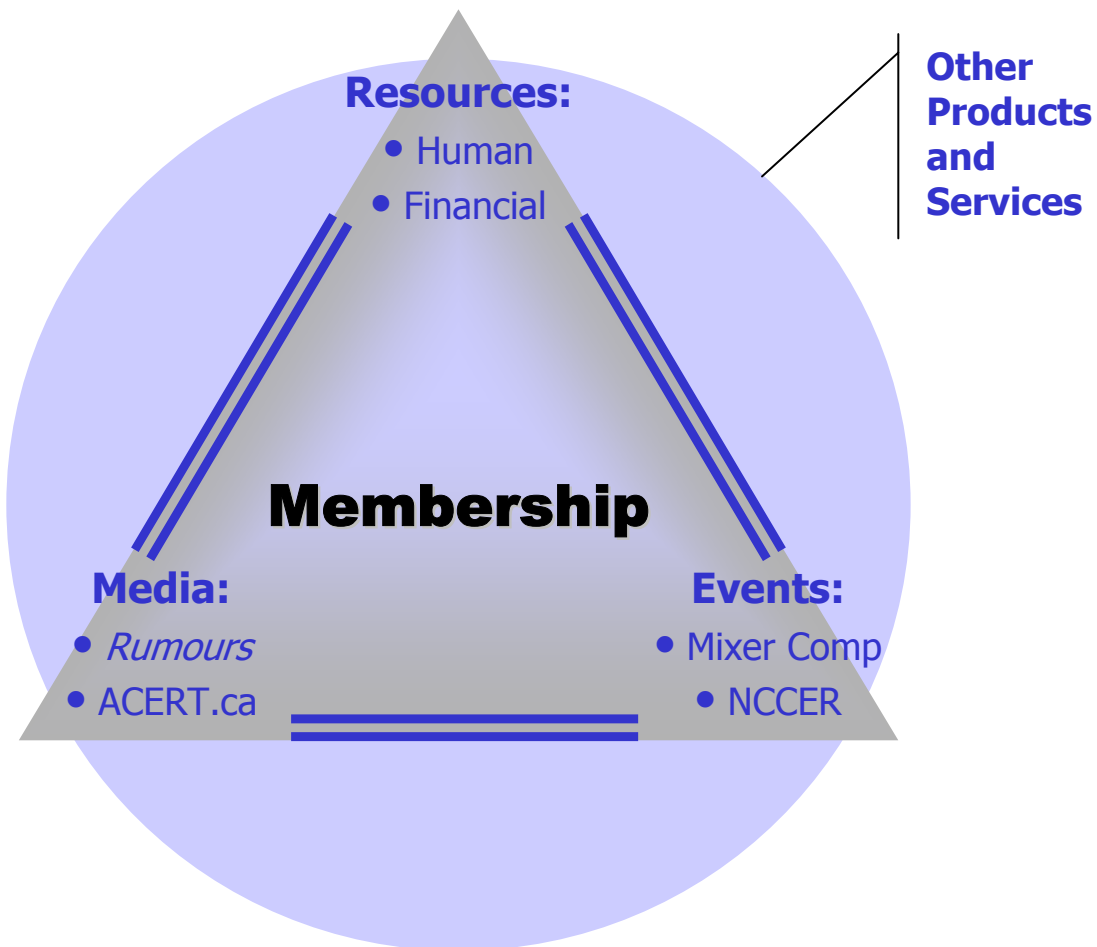


Figure 2. Sustainability Triangle

The Sustainability Triangle shows that the three most important components necessary for ACERT's stability and longevity are:

1. Resources
 - a. Human
 - b. Financial
2. Media
 - a. *Rumours* Newsletter
 - b. ACERT.ca web site
3. Events
 - a. Mixer Competition
 - b. NCCER

The three corners of the triangle clearly corroborate with the mission, vision and strategy already outlined in this document. If focus is maintained on these items, sustained membership will continue (as portrayed inside the triangle). The circle behind the triangle represents all other Products and Services, which are of less importance, but still required for continual success.

The 80 / 20 Rule

The 80 / 20 rule is no doubt familiar to most readers in one context or another. In the context of ACERT's Strategy and Vision, this tool will aid the Executive in reaching its goals on a yearly basis. The 80 / 20 rule says that the Executive should spend 80% of its time on the items in the three corners of the ACERT Sustainability Triangle. It also lists the item in the core of the triangle, membership, as that is a necessity for sustainability as well. The Executive should spend the rest of its time (i.e. the remaining 20%) coordinating staff and volunteers to offer all other products and services. From time to time there may be exceptions to this 80 / 20 rule so it should be used only as a guiding principle. Figure 3 depicts the 80 / 20 rule visually.



Figure 3. The 80 / 20 Rule

Products and Services Mix

In addition to those products and services found in the ACERT Sustainability Triangle a number of others have been identified as important by the member network. These are detailed in the table on the following page. They are categorized as follows:

- Strategic Products and Services – Those products and services that will directly aid in achieving our strategic objectives.
- Priority Products and Services – Those products and services that have been deemed as a priority by our members, but do not directly aid in achieving our strategic objectives.
- Essential Products and Services – Those products and services that are essential for our members, and typically already exist in ACERT’s products and services mix.

In addition, some products and services have been identified for future review since the results of the member input proved inconclusive. Regardless of the category in which they fall, all products and services on the list should be periodically reviewed for their need, effectiveness and relevance.

Box 10. Proposed Products and Services Mix

* *Products and services to be enhanced are marked by: Enhance*

* *New products and services are marked by: NEW*

Strategic Products and Services

Those products and services that will directly aid in achieving our strategic objectives.

- Start a Team Package (SATP)
- Support of the NCCER – Enhance
- Development of the ACERT Web Site – Enhance
- Improved Public Relations and Education – NEW
- Position statements and sample protocols – NEW
- AED advocacy – NEW

Priority Products and Services

Those products and services that have been deemed as a priority by our members, but do not directly aid in achieving our strategic objectives.

- Basic Standard of Care
- Mixer Competition
- Partners in Response (relationships with other organizations) – Enhance
- Team Twinning – Enhance
- Responder Exchange – Enhance
- Research files and information resources – NEW
- Local Ride Along Opportunities – NEW

Essential Products and Services

Those products and services that are essential for our members, and typically already exist in ACERT's products and services mix.

- Ethical Code of Conduct
- Competition Guidelines and CERT Judging Certificate
- Membership Manual
- Advocacy for Members on their Respective Campuses
- Annual ACERT Awards
- Discussion Group and e-Newsletter
- Rumours Newsletter – Enhance
- Member e-Lists and Web Space on the ACERT server – Enhance
- Team Operations Manual (TOM) – Enhance
- CERT Alumni Network – Enhance
- Training Resources – Enhance
- Discounts with first aid equipment suppliers – Enhance

Box 10 (cont'd). Proposed Products and Services Mix

Products and Services for Future Review

(in two years time)

Those products and services which may have some merit for further investigation, but for which there is currently inconclusive internal (i.e. member) and external (i.e. industry) evidence. Review of this list should occur by early 2005 and earlier if the need arises.

- Leadership Conference
- Critical Incident Stress Management workshop/course
- Legal advice for members
- Attendance at other industry related conferences
- Software for members
- ACERT Standard First Aid Course
- Scholarship Fund
- Team Audit of Service Quality

Timelines

The table on the following page provides the big picture of components of the implementation with approximate timelines. Following the table, each item is listed individually with more specific instructions below in point form, as well as an indication of the link to the Mission, Vision, and Strategic Objectives. The specific instructions are guidelines only at this time and details will be established by the Board of Directors later this year. Not all of the listed items may necessarily be part of this eventual detailed implementation plan.

Please note that the items listed in the table below, and in this section in general, do not directly correspond to the products and services mix above. As already described the Sustainability Triangle and 80 / 20 Rule will provide focus to everything the Executive and Staff do. Therefore the items listed in this section are ones that are in favour of those two frameworks. The timelines are meant to provide only a snippet of the full activity, which will be fully detailed by the Board of Directors later this year.

Table I. Recommended Implementation Timelines

	2003	2004	2005	2006	2007
<i>Web Site</i>	Begin	Focus	Continue	Continue	Continue
<i>Fundraising</i>	Focus	Continue	Continue	Continue	Continue
<i>NCCER</i>	Maintain	Focus	Maintain	Maintain	Maintain
<i>PAD/AEDs</i>	Focus	Continue	Maintain	Maintain	Maintain
<i>Partners and Outreach</i>	Begin	Focus	Continue	Continue	Continue
<i>Rumours enhancements</i>	Begin	Focus	Continue		
<i>Alumni Programs</i>	Continue	Continue	Focus	Maintain	Maintain
<i>Systematic Membership Growth</i>	Begin	Continue	Focus	Focus	Maintain
<i>Fully Bilingual</i>	Begin	Continue	Continue	Focus	
<i>Research Division</i>		Begin	Continue	Continue	Focus
<i>Dynamic and Diverse Board</i>			Begin	Continue	Maintain
<i>Mixer Comp Review/Enhance</i>			Focus		
<i>Products and Services Review</i>			Focus		
<i>PR and Advocacy</i>			Begin	Continue	Continue
<i>Executive Director Hiring</i>				Begin	Continue
<i>Fully National</i>				Focus	Maintain

1. *Web Site*

→ Links back to: Vision, Mission, Strategic Objective One, Strategic Objective Two, Strategic Objective Five, Strategic Objective Six

- Continually provide up to date and interesting content
- Create personalized content for individuals and teams
- Add advanced functionality such as discussion forums, chat rooms, etc.
- Increase the amount of web services for teams to include mailing lists and personal team web space
- Make the existing intranet site more comprehensive and available to more ACERT volunteers
- Secure a long term web and e-mail server solution for the organization

2. *Fundraising*

→ Links back to: Vision, Mission, Strategic Objective One, Strategic Objective Three

- Provide stronger fundraising support for the Mixer Competition and NCCER
- Apply for grants for French language translation
- Apply for a one-time grant/sponsorship to purchase and a new file, web and e-mail server, since the current server is only a temporary solution and is on loan to ACERT
- Establish funding for campus emergency response promotion
- Leverage funding sources through advertising as much as possible (*Rumours* and the ACERT web site)
- Establish models for funding PAD initiatives and research

3. *NCCER*

→ Links back to: Mission, Strategic Objective One, Strategic Objective Two, Strategic Objective Three

- Develop a planning manual including detailed project plan timelines
- Create opportunities for current and former campus emergency response team members to speak/present at the conference
- Continue to provide workshops such as the CERT Judging Certificate, critical incidence stress debriefing, and the “ACERT Presents” series
- Provide financial in addition to operational support when needed
- Promote the Competition Guidelines and other standards for competitions in order to provide consistency from one year to the next

4. *PAD/AEDs (Public Access Defibrillation and Automated External Defibrillators)*

→ Links back to: Mission, Strategic Objective Seven

CHAPTER 6 – RECOMMENDATIONS AND IMPLEMENTATION

- Gather and disseminate evidence-based research on public access defibrillation
- Provide teams with information on available training resources
- Promote the use of AED for all teams and schools that don't currently have teams
- Establish sponsors and partners that can assist member teams to establish AED programs for their members

5. *Partners and Outreach*

→ Links back to: Vision, Mission, Strategic Objective Six

- Attempt to create partnerships, alliances and coalitions with:
 - i. Community health organizations
 - ii. EMS and local health systems
 - iii. Universities and Colleges
 - iv. Canadian Red Cross Society/Heart and Stroke Foundation
 - v. Product vendors
 - vi. Government
- Strengthen the relationship with St. John Ambulance and make information readily available to teams about the SJA services for teams

6. *Rumours enhancements*

→ Links back to: Mission, Strategic Objective One, Strategic Objective Two, Strategic Objective Five, Strategic Objective Six

- Consistently print high quality, and content rich issues
- Work towards establishing reporters as well as re-publishing articles from other sources
- Make the move to colour and or glossy paper for all or part of the *Rumours* newsletter
- Make *Rumours* more readily available in electronic form on the web site and via e-mail
- Begin to include research based articles to the mix of content

- Increase distribution of the newsletter to eventually include every member of each member team

7. *Alumni Programs*

→ Links back to: Mission, Strategic Objective One, Strategic Objective Two, Strategic Objective Three

- Use Alumni members as a resource for current teams (for employment opportunities, training and speaking at events)
- Increase the number of individuals registered with the Alumni Network
- Use the network to foster communication and idea sharing
- Responsibly use Alumni for small gift giving to ACERT

8. *Systematic Membership Growth*

→ Links back to: Mission, Vision, Strategic Objective Four

- Focus on using existing teams across the country to grow the association
- Assist teams that are wanting to start a team
- Promote the idea of campus emergency response to all other schools

9. *Fully Bilingual*

→ Links back to: Mission, Vision, Strategic Objective Five, Strategic Objective Six

- Make the web site available in both English and French
- Begin including one or two French articles in *Rumours*, and then hopefully eventually make the newsletter bilingual
- Provide French language services at the annual events if the need arises and resources are available

10. *Research Division*

→ Links back to: Mission, Vision, Strategic Objective One, Strategic Objective Two, Strategic Objective Seven

- The conducting of research will be promoted to all current member teams; subject areas can include protocols or clinical areas as well as management aspects of campus emergency response
- Research findings will initially be published in *Rumours* and on the ACERT web site
- Eventually it is hoped that an academic journal can be published by ACERT to disseminate research findings

11. Dynamic and Diverse Board

→ Links back to: Mission, Vision, Strategic Objective One

- The Board should consist of a good mix of both current and former responders as well as individuals in the EMS/health industry
- Including individuals with some previous ACERT executive or staff experience is beneficial, as well as experience on the executive of their team
- Board member terms (except for the three executive members) should be for a two-year period to provide continuity to the group; these two year terms will be staggered so not all members are changing together
- A selection committee should be formed each year and propose a “slate” of individuals that will be recommended to the general assembly for election

12. Mixer Comp Review/Enhance

→ Links back to: Mission, Strategic Objective Two, Strategic Objective Three

- A full review of the sustainability and design of the Mixer Competition will be conducted internally along with an analysis of who is and should be the target market audience for attendance
- The funding model will be evaluated for its efficacy

- The use of the Competition Guidelines and CERT Judging Certificate will be strengthened to create standards and consistency from one year to the next

13. Products and Services Review

→ Links back to: Mission, Strategic Objective Two

- A review of the existing list (as published earlier in this document)
 - i. Special attention to be placed the group of products and services for future review
- Survey member teams for potential new products and services that previously hadn't been considered

14. PR and Advocacy

→ Links back to: Mission, Vision, Strategic Objective Six, Strategic Objective Seven

- PR and advocacy of campus emergency response will be made at schools, to the general public, to our partners and to the health system

15. Executive Director Hiring

→ Links back to: Mission, Vision, Strategic Objective One

- Hiring an individual who can act as the business manager of the association should seriously be considered if need dictates it, but shouldn't be implemented without the full support of our members
- The need of a volunteer versus paid model, and part time versus full time, will need to be assessed
- The President and CEO, along with the rest of the Executive and Board will still guide the overall direction and decision making of the association
- The executive director position could replace some of the staff positions by including those responsibilities in the job description

16. Fully National

→ Links back to: Mission, Vision, Strategic Objective Four, Strategic Objective Four, Strategic Objective Six

- Focus must be moved away from only the province of Ontario
- Membership growth will hopefully drive the process of becoming a truly national organization
- Moving to the West, to the East and North is necessary

Managing Risk

Risk management is a large part of any business process. Eliminating risk entirely is unrealistic. Keeping it to a minimum is the goal, but so is having a bit of it. This will be accomplished by using the tools listed herein. These include the ACERT Sustainability Triangle, and the 80 / 20 Rule. Utilising these tools, in conjunction with following the Mission, Vision, and Strategic Objectives, and applying a certain degree of common sense, will ensure overall risk is minimal. This risk management component will be critical to achieving success out of ACERT's Strategy and Vision for the next five years.

Former Mission and Values Statement **Appendix 1**

APPENDIX 1 – FORMER MISSION AND VALUES STATEMENT

APPENDIX 1 – FORMER MISSION AND VALUES STATEMENT

ACERT's former mission statement consisted simply of the current *purpose* statement portion of the Mission:

ACERT is a non-profit, charitable organization whose purpose is to support, promote and advocate emergency care on Canadian post-secondary campuses.

Furthermore, the values were often considered separately, or sometimes not even considered at all. They too haven't changed from their new form except for integrating them fully into the Mission statement and adding the bold font face to certain words for emphasis.

In recognizing the uniqueness of each member organization, ACERT commits itself to the following principles:

- *To embody humanity and mutual understanding.*
- *To facilitate communication among member organizations.*
- *To foster ideas and overall development while providing support for existing and potential member organizations.*
- *To act as a liaison between member and external organizations.*
- *To encourage the diffusion of first aid and emergency care knowledge within the communities served by member organizations.*
- *To promote professionalism in the provision of emergency care by member organizations.*
- *To encourage unity, spirit and leadership.*

APPENDIX 1 – FORMER MISSION AND VALUES STATEMENT

REFERENCES

References

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