

International Grenfell Association

Strategic Plan

Continuing the Mission

March 25, 2007

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 Harbour, Labrador, along with 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 services. 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 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 for the benefit of people of that region.

The source of funds for these grants are the endowment funds of three supporting associations of the IGA - **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.

Income from these associations is pooled, with the distribution of monies being made through the IGA, acting as an agent for the supporting associations. The Board of Directors of the IGA make the decisions with respect to which of the grant applications submitted will be funded.

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.

Introduction

This document updates our June 2002 Five-Year Plan for IGA. Modifications to this document are intended to reflect performance evaluation, the need for strict fiscal accountability and also to tract 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 environment within the Grenfell Region is constantly changing and there is consensus among directors of the ongoing need 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 the efforts of community wellness
2. support the efforts to provide quality health services
3. support the efforts to provide quality educational services
4. provide scholarship and bursaries for higher education to worthy students
5. holistically support community development
6. support other initiatives linked to the spirit and intent of the Grenfell Mission
7. encourage sustainability through seed funding
8. continue to keep the legacy and spirit of the Grenfell Mission alive

Core Values and Principles

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

- **Equity** - targeting resources to create balance, trying to respond evenly for the same need over time.
- **Relevance** - support projects that are meaningful, focused, and in line with existing needs.
- **Appropriateness** - support timely projects, fitting with current circumstance and conditions.
- **Evidence-Based** - support projects shown to work effectively, and/or has precedent.
- **Innovation** - breaking new ground, offering new ways of doing things.
- **Accountability** - encourage projects that can be justified, with responsible actions.
- **Cost Benefit** - support projects that offer a good return for the investment.
- **Time Scale** - determine that supported projects are achievable within the indicated time period.
- **Annual Review** - projects must be open to evaluation by IGA Board.

Critical Challenges

Assessing IGA region's needs:

- Keeping informed with rapidly changing circumstances in the region associated with health care, education and communities.
- Coordination with government, government service providers and community priorities.
- Managing IGA's public image and expectations.

Administration

- Continuous improvement of administration and evaluation of the program success.
- Fostering closer working relationships between GAA, NEGA, GAGBI and the IGA Board itself.
- Planning for IGA Board Director succession.

Strategic Directions

In its effort to fulfill its mission and vision, the International Grenfell Association along with its supporting associations will concentrate on these five key areas.

General

- In view of the rapidly changing circumstances associated with health care services, schools and community development *we agreed to*:
 - Adopt a flexible approach to funding,
 - Free ourselves from any notional distribution formula,
 - Award each grant on its individual merits, and
 - Review funding distribution on a regular basis.
- Maintain a positive public image with periodic press releases, reports on grant progress and outcomes, and reports from scholarship recipients. We also recognise the risks of over exposure, raising expectations beyond our ability to respond and a perception of a patronising approach from IGA. *It is therefore agreed that*:
 - At the conclusion of each board meeting the publicity committee will decide whether or not to issue a communiqué.
 - The publicity committee will supervise the production of the IGA Newsletter and the content of all press statements
 - In all circumstances the Chairman will be informed prior to any public statement
- Establish regular liaison with government ministers, CEOs of school and health boards, to co-ordinate effort to get the best return for investment. Establish direct lines of communication with the Deputy Ministers of Health, Education and Recreation to obtain a view of government priorities prior to grant allocation meetings.
- Wherever feasible maintain a director visit program to grantees. More structured feedback will be provided to the Board following visits, particularly about grants that have failed and why?
- Continue to grow a closer working between GAA, NEGA and GAGBI, for example through the Horizons Committee.
- Review the board committee structure as necessary.
- Foster relationships on the Board by having biennial photographs (copies distributed to the members), and occasional distribution of books of local interest. In general, promote harmony, productivity and a desire to participate.
- Actively develop succession plans for Chair, Vice-Chair and Directors, with a focus on requisite skills, attributes and gender balance.

- Commission an evaluation of our grant program over past 5-10 years.
- Supporting associations will set guidelines for who might attend IGA Board meetings. The Board Meeting rotation schedule will also include New York.

Health

- Work with government on joint objectives, for example, care of the elderly, primary prevention services, chronic disease programs such as diabetes, mental health programs. Make links to the Strategic Health Plan and consider requesting applications in specific areas. Schedule regular meetings with Deputy Minister just before IGA meetings.
- Access existing health strategy documents and also invite Health Board CEOs and Chairs to submit a three-year funding plan to IGA.

Education

- Give emphasis to activities that promote child, adult and family learning and address literacy problems. Work with government on this (responsible Minister and Deputy Minister) so there is a clear mutual understanding of boundaries.
- Invite school boards to provide forward plans to inform IGA of funding needs. Also, access existing education strategy documents/plans.
- Develop proposals to add more scholarship awards at college level.

Community

- Select grant applications that promote a sense of community pride and belonging and address healthy living, lifestyle and recreation.
- Define, in practical terms, the meaning of “partnership with communities”, the issue of equity and include the concept of “community capacity building”, “community wellness” and sustainability.

Conclusion

This Strategic Plan aims to continue 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 development.

The Plan will be a living document, will be revisited annually and modified as necessary.
