



Strategic Plan 2020 to 2025

This draft October 9, 2019

About IABC

The International Association of Burn Camps (IABC) was incorporated in 2001, in recognition of the growing number of North American camps for burn survivors established in the previous decade and the opportunity for their leaders to work collaboratively to develop guidelines, best practices and quality assurance measures to help member camps operate effectively and safely. Initial funding for the IABC was provided by a combination of donations from each of the founding member camps, a sizable corporate donation, and a grant from the International Association of Fire Fighters Burn Foundation.

Today, the IABC has **31** member camps and provides educational opportunities to all burn camps through the Burn Camp Special Interest Group at the annual meeting of the American Burn Association and the burn camp workshop that happens every other year. Additionally, the IABC assists established burn camps with experience-based guidance, mentoring and best practices. The IABC has developed guidelines for best practice with Burn Camp Programming and recommends their use in conjunction with the American Camping Association Standards.

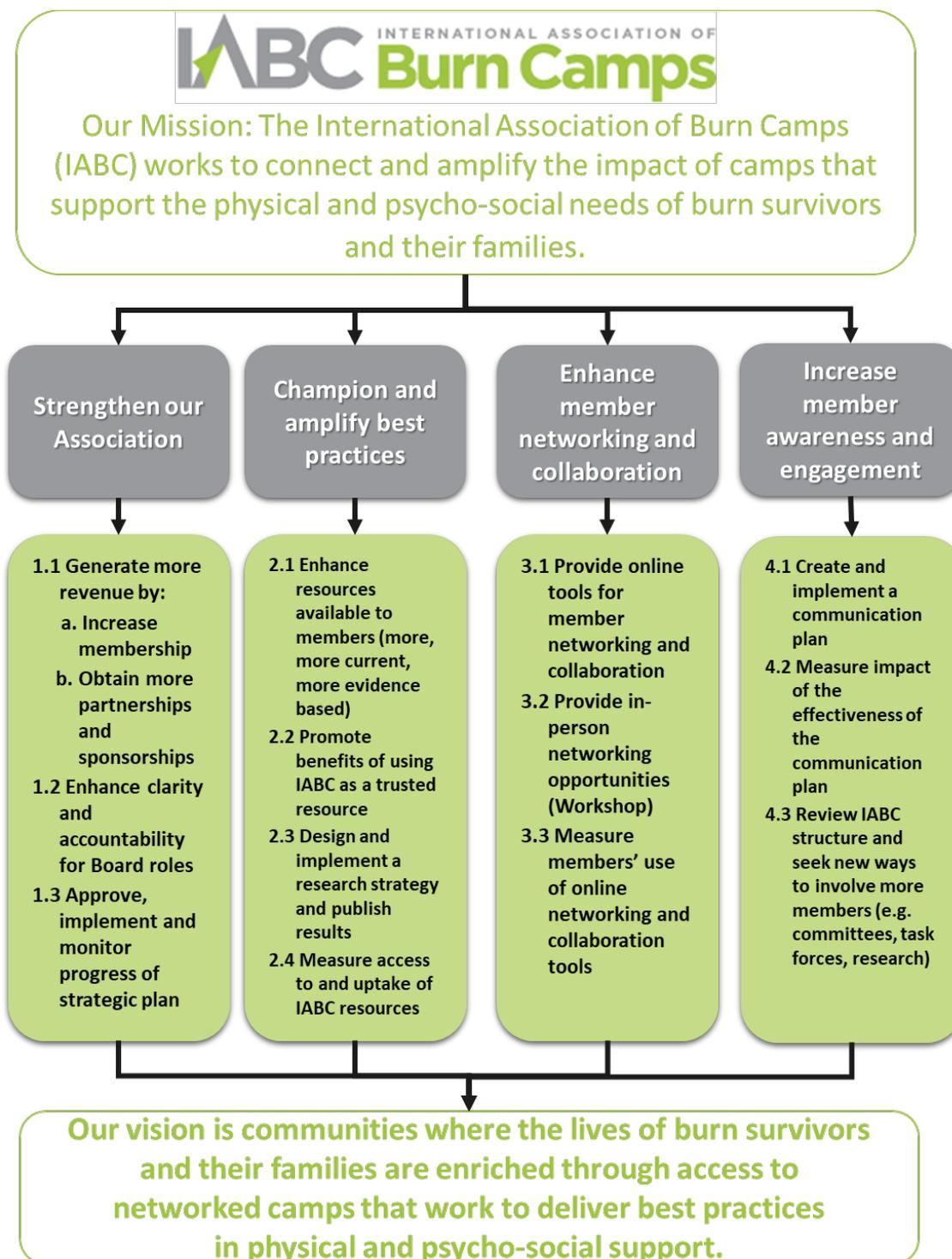
A six-member volunteer Board of Directors (camp leaders from the US and Canada) currently guides the activities of IABC.

About this strategic plan

In 2019, the IABC Board has determined it was timely to invest in development of a strategic plan for the organization. The Board believes that a guiding strategic plan could provide clarity, alignment and focus for the association's activities, all of which are crucial for an association with limited resources available to support the pursuit of audacious, important goals.

This plan is the result of a consultative process which included a survey of leaders from member camps, and a Board workshop facilitated by an experienced non-profit sector planning consultant. As summarized on the next page, our plan is framed by our Mission (our purpose and the reason the Association exists) and our Vision (the future we work together to create).

Our Plan at a Glance



Our Plan in Detail

This five-year strategic plan focuses our efforts on four priority areas, each with several component objectives as described below. At least annually, our Board of Directors will review progress towards each priority, and report to members on what's been accomplished to date.

Strategic Priority 1: Strengthen Our Association

IABC is a non-profit society, an association supported by membership fees and donations. In order to do its work to amplify the impact, effectiveness and safety of burn camps around the world, it depends almost entirely on the work of a six-person volunteer Board. This priority recognizes that enhancing organizational sustainability is essential for IABC's future success. Three key objectives will be pursued to that end:

1.1 Generate more revenue

IABC's current operating budget is just (\$x,xxx) annually, generated primarily through payment of membership fees by member camps. The \$100 membership fee has not increased since (when?). To obtain additional resources so that we can implement this strategic plan and continue our work, we must explore at least three options alone or in combination: increase the number of IABC members; increase the cost of membership; and pursue partnerships and sponsorships to support our activities.

1.2 Enhance clarity and accountability for Board roles

Our Board is comprised of volunteers, many of whom are adding IABC responsibilities to their existing paid and/or volunteer roles in the burn camp community. This objective recognizes that we must make the most of their invaluable contributions by ensuring that duties and expectations are clearly articulated. And, once volunteers make an informed choice to take on the duties expected of a Board role, they must hold each other accountable as Directors to deliver the results expected of their respective Director portfolios.

1.3 Approve, implement and monitor progress of strategic plan

This strategic plan represents a significant investment in IABC human and financial resources. The Board commits to our members that we will make the most of this valuable tool, keeping it current and making frequent reference to its content. We believe the framework described here will improve our effectiveness, focus and accountability, and ultimately enhance the success of IABC.

Strategic Priority 2: Champion and Amplify Best Practices

This priority focuses on our core work: identifying best practices in burn camps, and then championing these practices with members internationally so that they can in turn do their very best work on behalf of burn survivors and their families. In a survey of members conducted prior to our 2019 planning session revealed that this kind of activity is highly valued by IABC participants. Survey respondents were asked what they perceive to be the greatest accomplishments of IABC to date. Guidance and mentoring were identified by 57% of respondents; followed by providing education (53%) and creating best practice guidelines (50%).

2.1 Enhance resources available to members

When we asked members what they'd like us to do in future, they expressed an appetite for even more of what we've done to date. More than 80% of respondents indicated that they would like IABC to focus on setting best practice guideline for burn camps and providing educational opportunities for camp counselors. More than half of respondents also selected Education for Camp Directors (68%), Guidance for New Camps (55%) and Guidance for Established Camps (55%) as activities they would like IABC to prioritize in the future.

In response to this feedback, we commit to providing more resources – and ensuring that the resources we provide (both in-person and through our website) are current and evidence-based.

2.2 Promote benefits of using IABC as a trusted resource

Another survey question told us that while we are appreciated by members that know us, we have work to do to ensure that camp leaders know how we can help: almost one-third of all respondents indicated that they do not know the value of services provided by IABC to their camp. So we must do a better job of ensuring that members have current and accurate knowledge of the kinds of resources IABC can provide to strengthen their camps.

2.3 Design and implement a research strategy and publish results

The burn camp sector is characterized by passionate people doing what they think is best for those who attend their camps. Unfortunately, there's limited evidence of what is "best", despite a demonstrated appetite on behalf of parents and guardians who want to ensure a safe and high-quality experience for their families. In the next five years, we aim to design and implement a research strategic that enhances understanding of (what kinds of things could be researched?).

2.4 Measure access to and uptake of IABC resources

Just as we hope to enhance the evidence-base for member camps, we commit to understanding more about how our services are delivered. By instituting a program of online data gathering and monitoring, we will improve our understanding of who's downloading which IABC resources. And through our research program, we'll try to identify the extent to which camps are making changes based on IABC guidelines and other resources – and whether they believe these changes have improved their own success.

Strategic Priority 3: Enhance Member Networking and Collaboration

As stated in our vision statement, we are inspired by a future where networked camps support each other to enrich the lives of burn survivors and their families. Our members are the IABC's greatest asset, and through networking and collaboration they enhance each others' efforts and knowledge. Three objectives will be pursued by the Association to support this work.

3.1 Provide online tools for member networking and collaboration

We will add new tools to our website that support networking and collaboration between members, such as opportunities to seek advice; sharing resources; exchanging stories; and participating in peer learning.

3.2 Provide in-person networking opportunities

Our single biggest annual activity is presentation of a workshop at (ABA? World Burn?). This workshop provides an invaluable opportunity for in-person networking, allowing camp volunteers and staff the opportunity to make new personal contacts with their peers from around the world.

3.3 Measure members' use of online networking and collaboration tools

As with our commitment to measure access to and uptake of IABC resources, we'll monitor the use and content of the new online tools that we offer, to ensure that they meet member needs. And we'll seek feedback from participants in our annual workshop so that we can continue to deliver programming guided by member priorities.

Strategic Priority 4: Increase Member Awareness and Engagement

This fourth and final priority is closely related to the first, recognizing that enhanced communication is vital to a stronger, more sustainable organization. To attract and retain more members, we need a higher profile, and we need to work to ensure members know how we can benefit their camps. We'll pursue three objectives to address this priority.

4.1 Create and implement a communication plan

We must ensure that we have clear, relevant information provided to current and prospective members, easily accessible and reflecting consistent messages. In the near future we hope to identify the resources to create and implement professional communication tactics that address online, written and in-person activities in support of this strategic plan.

4.2 Measure impact of the effectiveness of the communication plan

The member survey we conducted this year provides us with baseline measures for members' awareness of and knowledge about IABC and its activities. Going forward we will repeat the survey, including adding questions about specific initiatives or messages that are the focus of our communication tactics.

4.3 Review IABC structure and seek new ways to involve more members (e.g. committees, task forces, research)

Member engagement is vital to IABC, both to maximize our impact and to increase our capacity to work on behalf of members. At present most of our work is conducted by just six Board members. This objective identifies the opportunity to grow our capacity by involving more members on short term projects including the Workshop planning committee; special project task forces; and in our future research efforts. We believe that this involvement will prove worthwhile for members, and may even encourage them to consider taking on a Board role.

Please Join Us

We'd like to know what you think of this plan – particularly if you have any ideas about how it might best be implemented. And if you'd like to help, even better! Please contact us:

Contact information for current Board members (emails?)