

FY2019 – 2021 STRATEGIC PLAN



**National
Multiple Sclerosis
Society**

NATIONAL MULTIPLE SCLEROSIS SOCIETY

FY2019-FY2021 Strategic Plan

This plan guides and informs the impact we will achieve in the MS movement through 2021. It reflects the perspectives of more than [3,000 people affected by MS](#) who we engaged to understand what matters most in improving the quality of people's lives. Through this plan we aim to engage all those who want to do something about MS.

Our Vision

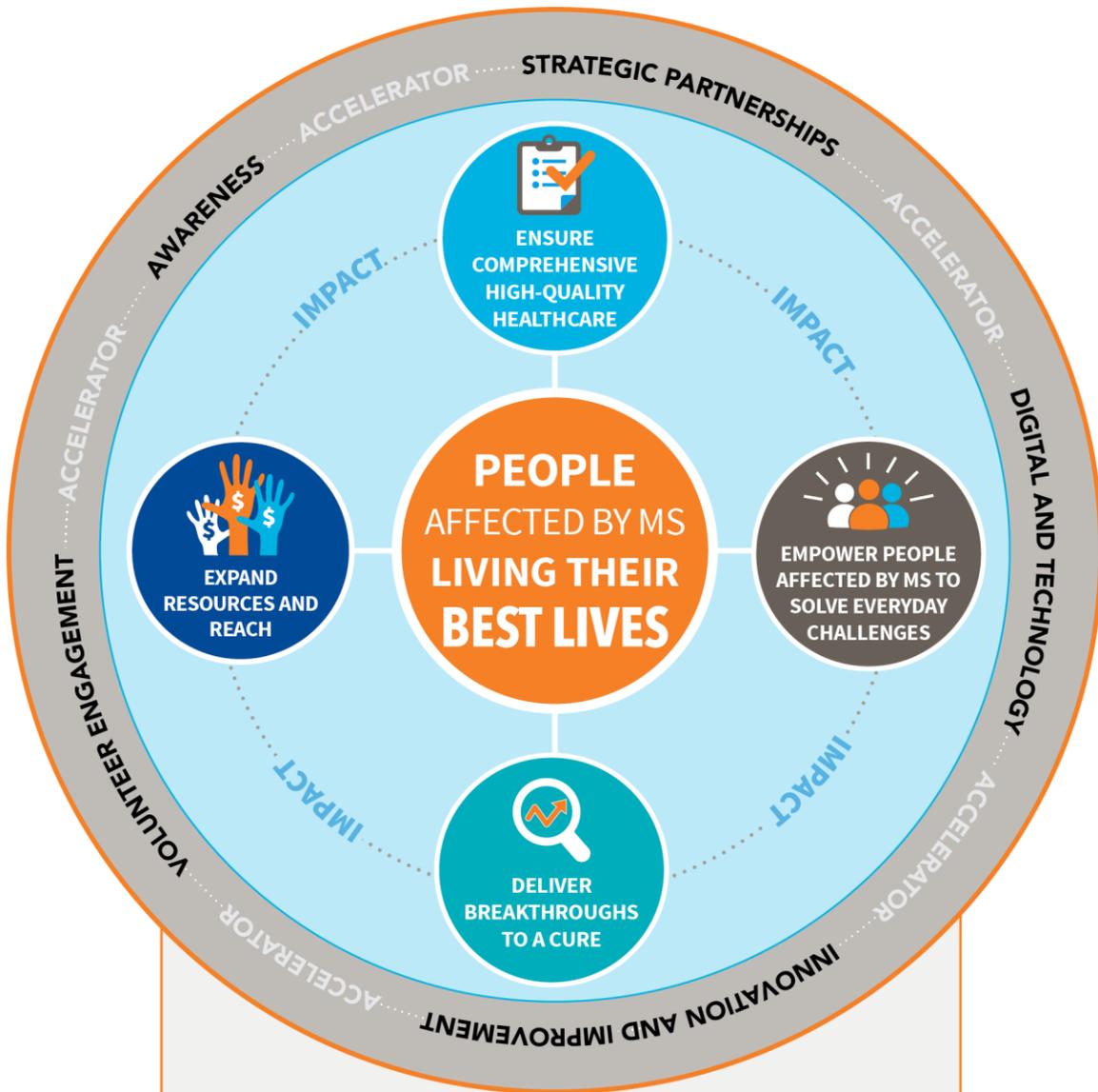
A world free of MS

Our Mission

People affected by MS can live their best lives as we stop MS in its tracks, restore what has been lost and end MS forever.

Cultural Values to Achieve Our Mission

- We act with urgency so that each person can be more powerful than the challenges of MS
- We lead through inspiration, collaboration, influence and a relentless resolve
- We engage, value and empower others, always seeking diverse perspectives
- We innovate and continuously learn
- We deploy resources to their greatest potential with integrity and accountability



STRATEGIES



Accelerate Research



Maximize capacity and effectiveness



Provide resources, connections and support



Achieve \$1 billion Breakthrough MS fundraising campaign



Advocate to Improve Lives

IMPACTS

Impacts describe what the world will be like for people with MS in 2021. The four impact areas are displayed in a circular pattern as each is important and all are interconnected.



Ensure Comprehensive High-Quality Healthcare

Obtaining comprehensive, coordinated care and MS medications will be simple, transparent, affordable and available to all people with MS.

How we will measure success:

- Advances in legislation, health policy, and the healthcare professional workforce
- Increased access to [comprehensive high-quality, affordable healthcare](#) as reported by people with MS



Empower People affected by MS to Solve Everyday Challenges

People will be informed, connected and supported by loved ones, their communities and the Society so they can be more powerful than the challenges of MS.

How we will measure success:

- More individuals and families are connected to information, resources and communities of support, resulting in positive life changes
- People report increased confidence and success in addressing MS challenges
- The Society is recognized as an essential and trusted partner and source of support



Deliver Breakthroughs to a Cure

People will know what they can do right now to take control of their MS and live better while we relentlessly pursue a cure — stopping MS in its tracks, restoring what has been lost and ending MS forever.

How we will measure success:

- International consensus on pathways to a cure
- Solutions that help all people with MS live better — with new and better treatments, symptom management interventions and wellness approaches



Expand Resources and Reach

The Society will remain a financially strong organization that is trusted, relevant and transparent. We will engage more people in ways that fuel fundraising and progress to all our impact areas — growing the MS movement.

How we will measure success:

- Achieve our \$1 billion [Breakthrough MS](#) campaign goal — driving special events, growing individual giving and continuously innovating and improving
- Increased awareness of how MS impacts people and of the work of the National MS Society
- Volunteers and staff are highly engaged and achieve annual objectives

STRATEGIES

Strategies describe how we get the work done. Strategies work together to achieve the four impacts.



Accelerate research

We identify and relentlessly pursue the fastest path to a cure for MS. We invest in innovative research, promoting international collaboration, and expanding the MS research workforce. We ensure we have the right advisors – including people affected by MS – driving our research priorities.



Advocate to improve lives

We engage and mobilize everyone who wants to drive change. We build relationships with federal, state and community decision-makers, ensuring they take action that improves lives. We strategically pursue and engage in coalitions and partnerships.



Provide resources, connections and support

We build enduring relationships with people affected by MS. As a life-long partner we focus on connecting people to each other, their communities and sustainable solutions so people can live their best lives.



Maximize capacity and effectiveness

Volunteers and staff work together to expand resources and engage communities. Everyone contributes their talents at the highest levels, experiencing greater purpose, fulfillment and connection. We excel in effectiveness, efficiency and engagement, stewarding resources wisely, while recognizing and celebrating progress. As a global leader in the MS movement, we act with discipline to continuously improve.



Achieve \$1 billion Breakthrough MS fundraising campaign

We do whatever it takes to reach our campaign goal. We work together to build momentum in special events and accelerate growth in individual giving and corporate relations while focusing in markets and activities with the most potential for success. We deepen existing relationships and bring in new people to the MS movement.

ACCELERATORS

Accelerators are levers that will increase our capacity and speed progress in each impact area and strategy.

Strategic Partnerships

We work with all those who can accelerate progress toward a world free of MS and achieve greater impact in changing lives. We build upon existing partnerships and seek opportunities to collaborate.

Digital and Technology

Digital media and technology are transforming the ways people connect with one another and reshaping the way work is done. In everything we do, we consider new approaches and use technology to increase effectiveness.

Innovation and Improvement

We are vigilant in evaluating our work and make a habit of continuous improvement. We engage everyone, especially staff, to identify innovative solutions, test them and quickly expand where appropriate.

Volunteer Engagement

Volunteers partner with staff to change lives and bring others to the MS movement. We leverage their time, treasure and talents, ensuring satisfaction and depth of meaning in their efforts.

Awareness

People affected by MS can better overcome feelings of isolation with a high level of awareness of the effects of MS and the National MS Society. People everywhere join the MS movement, taking action to powerfully change lives, including their own.

METRICS AND PLAN IMPLEMENTATION

In preparation for the launch of the strategic plan, the Senior Leadership Team (SLT) will develop an integrated three-year implementation framework with metrics, milestones and financial modeling. This, along with annual operational plans, will align resources with organizational strategies to achieve the strategic plan.

Metrics Development

Metrics inform how we will measure progress toward our desired impact. We will develop metrics for each impact and strategy area, establishing baselines and identifying targets to track progress. We will ensure metrics:

- Have a strong, known and direct linkage to impact
- Can influence change and inform continuous improvement
- Create a culture of accountability
- Create common purpose
- Can be regularly measured to track progress

Financial Analysis

Implications and shifts in investments necessary to accomplish each of the impacts will be identified. Additionally, financial analysis will model the growth necessary to achieve our Breakthrough MS fundraising campaign. Such analysis will inform the pace at which we will make progress and ensure the best stewardship of our resources.

The implementation framework, metrics and financial analysis will be presented to the Delegate Assembly during the November 2018 meeting.