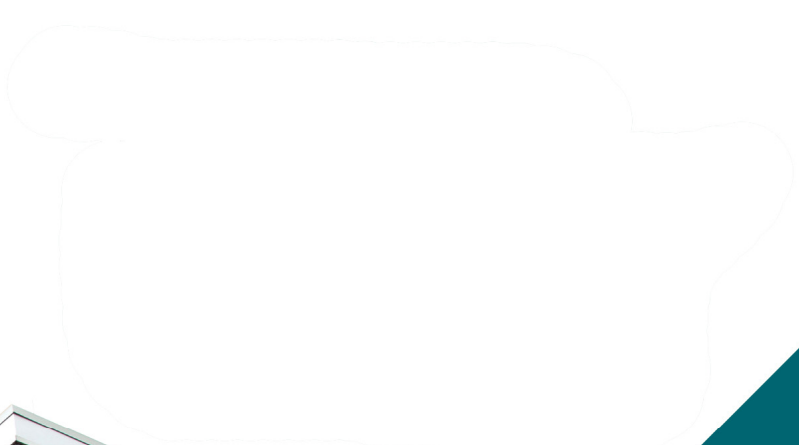


# ➤ Museum of Health Care at Kingston

## Strategic Plan 2017 - 2021



Updated September 2017

## Our Vision

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To be recognized as *the* national resource for Canada’s evolving health and healthcare history.

## Our Mission

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To inspire wonder, promote learning and create knowledge that contributes to a better future in health and healthcare.

## Our Purpose

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The Museum of Health Care at Kingston acquires, conserves, researches, displays, and interprets artefacts that help tell the story of health and health care in Canada.

We do this by:

- Enhancing the scope and quality of the Museum’s collections
- Engaging diverse communities to develop and provide stimulating learning experiences
- Serving as a primary resource and subject expert for work and study in the history of health care
- Building strong partnerships with professional, academic, and community affiliates
- Developing financial and organizational capacity to sustain and strengthen our institution and its activities

## Our Values

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We will not compromise on the following values in the attainment of our Vision.

### Stewardship

The collections are central to our objective of understanding the history of health and health care in Canada. As custodians, we will protect and interpret the collections to provide a legacy for future generations.

### Professional Integrity

We adhere to best practices, standards, and ethical guidelines as established by the Canadian Museums Association and the Ontario Ministry of Tourism, Culture and Sport *Standard for Community Museums in Ontario*. We value credibility and accuracy in our interactions, activities, and programs.

**Life-long Learning**

We value engagement with diverse audiences and communities in meaningful ways that contribute to life-long learning. We deliver challenging, exciting, and interactive programs. We will invest in the ongoing professional development of museum personnel.

**Respect For Our Personnel:**

We recognize that the success of the museum relies on the professionalism of its staff and the dedication of its volunteers.

## Strategic Initiatives

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Over the next five years, the Health Care Museum will focus on the following *eight* strategic initiatives. All are considered of equal importance to the continued good health and life of the institution.

### **Enhancing Identity, Awareness, Access, Visibility, and Community Engagement**

A cultural institution is most valuable when well used. The Museum of Health Care will enhance access to its research, collections, exhibits, programs, and services by reaching out to the broader public through creative use of a wide range of media and other communication channels.

### **Building and Managing Our Financial Resources**

As the Museum and its activities grow, so too does the need for financial resources. We will put in place an innovative and entrepreneurial resource development program to build both its operating funds and its endowment to enhance curatorial and programmatic strength, as well as protect the Museum's future. We will continue to strengthen our existing financial management systems to ensure the highest accountability standards are maintained while making the best possible use of Museum resources.

### **Developing Partnerships and Affiliations**

The Museum is strongest when connected with wider medical, academic, nonprofit, and cultural communities. We will demonstrate to the medical professions that we are preserving their legacies. We will extend our affiliations with diverse communities and with the broader museum sector. We will create new partnerships for mutual benefit that also serve to enhance our public profile.

### **Developing and Delivering Programs to Engage a Diverse National Audience**

The history of health and health care is of significance to everyone. We will seek out and work with a variety of diverse audiences to develop programs and exhibits that are relevant, dynamic, and engaging. We will pursue innovative means to reach out to communities beyond Kingston, ultimately across Canada and around the world.

### **Strengthening our Governance Practices**

The Board of Directors is dedicated to ensuring the Museum's sustainability and growth. Directors assume important fiduciary and stewardship responsibilities concerning the Museum's collections and the organization's resources in their care. By setting clear direction, making necessary strategy and policy decisions, overseeing and monitoring organizational performance and ensuring overall accountability, the Board demonstrates its commitment to excellence in governance.

### **Developing Our People**

No matter how unique the collection, it is people that are at the heart of a Museum's success. Board members, staff, and volunteers provide the ideas, energy, expertise and needed connections to the community, and access to resources that shape the Museum. We have had great success attracting excellent staff and volunteers over the years. We will build on this success to create a knowledgeable and dynamic team to move the Museum forward.

### **Maintaining and Developing our Facilities**

Physical facilities with appropriate administrative, storage, and public space are critical to the Museum's ability to preserve and manage its collection and to engage the public with the history and science of health and health care. We are committed to maintaining excellent standards of collections care and will acquire appropriate supplementary storage capacity for the collection as required. We also recognize the value inherent in the physical site of the Museum, the Ann Baillie Building National Historic Site of Canada, and will strive to ensure that this structure is renovated and maintained to preserve its history and commemorative integrity, as well as to enhance its functionality as a space for public interaction.

### **Developing Our Collection and Curatorial Strength**

The Museum of Health Care has been entrusted with one of the largest collections of medical artefacts in Canada. The importance of this collection brings with it a great responsibility for care and protection while making that collection accessible as widely as possible. Excellent curatorial staff and well-defined collection management policies and procedures will allow us to protect and enhance the collection.

## Strategic Initiatives – Our Plan

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### Enhancing Identity, Awareness, Visibility and Community Engagement

#### Outcomes:

- An increased awareness of the Museum, its mission, collections, programs and services, in the Greater Kingston community, across the country, and internationally.
- A higher level of public engagement with the Museum, increased membership, and more visits to the Museum’s galleries and website.
- Concentrating resources each year on a limited number of showcase programs.

Objectives	Approach
Strengthen and maintain the Museum of Health Care brand	<ul style="list-style-type: none"><li>▪ Enhance public messaging about the Museum and its mission, including our independent, non-profit, charitable status, such that there is a clear value proposition.</li><li>▪ Ensure consistency across all communications</li></ul>
Engage the museum’s audience and transform it into a group of active supporters	<ul style="list-style-type: none"><li>▪ Understand the characteristics of current and potential audiences, and track trends and changes in program use</li><li>▪ Continue to develop and enhance ways of communicating with and engaging audience members who are not yet Museum members</li><li>▪ Review, enhance, and promote the Museum membership, volunteer, and donor programs</li></ul>
Increase public awareness and use of the Museum’s programs and services	<ul style="list-style-type: none"><li>▪ Revitalize the National Advisory Board</li><li>▪ Research new potential media channels and promote stories, articles, and information about services to the Greater Kingston geographic area and beyond</li><li>▪ Seek connections with municipal promotional opportunities, such as partnerships with the City of Kingston or local agencies</li><li>▪ Strengthen relationships with national professional healthcare associations</li><li>▪ Develop new and maintain existing partners that support Museum activities</li></ul>

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**Museum of Health Care at Kingston  
Strategic Plan 2017 – 2021**

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Continue to develop the Museum's online presence

- Increase use of relevant social media channels, including the Museum's blog
  - Reassess the Museum website annually and implement changes as necessary
  - Promote the ease of making donations online in support of Museum programs and activities
  - Increase the number of online exhibitions and resources
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## **Building and Managing Our Financial Resources**

### **Outcomes:**

- We will have a more diverse and reliable revenue stream to support Museum operations.
- The Museum will retain the services of staff and volunteers who have the knowledge and training to incorporate revenue-generation into planning of Museum programs and services.
- We will have a financial management system that ensures that the Museum maintains the highest levels of accountability and makes the most effective use of Museum funds.

<b>Objectives</b>	<b>Approach</b>
Attract and retain new supporters	<ul style="list-style-type: none"> <li>▪ Develop a document that summarizes the value proposition to solicit donations, legacy gifts, etc.</li> <li>▪ Develop an impact statement to demonstrate how gifts are utilized</li> </ul>
Increase the number and size of donations made to the Museum for its endowed and long-term funds to provide long-term stable funding for the Museum	<ul style="list-style-type: none"> <li>▪ Develop a marketing strategy to attract new donations for endowed funds, including a legacy gifts program</li> <li>▪ Create and implement a plan to raise <i>at least</i> \$5,000,000 for endowed and long-term fund purposes</li> <li>▪ Cultivate enduring relationships with donors and prospective donors through effective education and stewardship</li> </ul>
Enhance revenue generation expertise and capacity within the Museum	<ul style="list-style-type: none"> <li>▪ Continue to build fundraising capacity within the Museum</li> <li>▪ Provide fundraising training for the staff and board members of relevant committees</li> <li>▪ Coordinate fund development and public relations activities</li> <li>▪ Continue to forge partnerships with other organizations to generate sustainable income streams</li> </ul>
Increase self-generated revenue	<ul style="list-style-type: none"> <li>▪ Incorporate consideration of revenue-generation potential into all levels of Museum program planning</li> <li>▪ Develop and promote new revenue-generating programs</li> </ul>



## **Developing Partnerships and Affiliations**

### **Outcomes:**

- We will secure new program sponsors.
- We will obtain commitments from additional professional associations.
- We will receive public recognition and endorsement from key bodies.

<b>Objectives</b>	<b>Approach</b>
Create formal alliances with like-minded institutions and individuals	<ul style="list-style-type: none"><li>▪ Build relationships and explore partnership opportunities with the Hannah Chairs across Canada</li><li>▪ Approach all post secondary institutions (PSE) that support education of all healthcare providers</li></ul>
Gain financial support or sponsorship from the local, regional, and national medical communities	<ul style="list-style-type: none"><li>▪ Approach provincial and federal ministries of health and education for financial support and profile.</li><li>▪ Visit professional societies to build relationships and request support</li></ul>
Gain public endorsement from key local, regional, and national bodies related to health and education	<ul style="list-style-type: none"><li>▪ Approach all regulated health professional organizations for statements of support and web links</li><li>▪ Strengthen relationship with the new Kingston Health Sciences Centre (KHSC)</li></ul>

## **Developing and Delivering Programs to Engage a Diverse National Audience**

### **Outcomes:**

- The Museum will provide programs for a wide range of interested parties.
- There will be increased use of Museum programs.

<b>Objectives</b>	<b>Approach</b>
Develop and deliver a range of programs of interest to a wide audience	<ul style="list-style-type: none"><li>▪ Identify new target groups and develop programs to attract them</li><li>▪ Respond to community needs and encourage their involvement in the development and evaluation of programs.</li><li>▪ Increase the geographic delivery of programs and services, especially through the Internet and new technologies</li><li>▪ Provide programs of interest to both lay and professional publics</li></ul>
Ensure the sustainability of public programs	<ul style="list-style-type: none"><li>▪ Ensure that program planning reflects available revenues</li><li>▪ Plan and provide programs with consideration of cost-recovery and revenue generation</li><li>▪ Identify, approach, and maintain contact with potential sponsors, partners, or funding agencies to assist with the development, implementation, and/or funding of programs</li><li>▪ Continue to cultivate a strong group of volunteers to assist with the delivery of Museum programming</li></ul>
Increase the accessibility of Museum programs	<ul style="list-style-type: none"><li>▪ Consider the diverse and varied needs of people of all abilities when designing and implementing Museum programming</li><li>▪ Implement the Museum’s Accessible Customer Service Plan, which includes providing Accessibility training to all staff and volunteers</li><li>▪ Identify physical barriers in the Museum and develop a plan to minimize or correct these obstacles</li></ul>

## **Strengthening our Governance Practices**

### **Outcomes:**

- The Museum meets the currently recognized Accreditation standards for effective governance.

<b>Objectives</b>	<b>Approach</b>
Set priorities and monitor outcomes	<ul style="list-style-type: none"><li>▪ Identify at each meeting of the Board the most critical projects to focus on.</li><li>▪ Develop a regular scorecard for reporting to the Board.</li></ul>
Enhance the contribution of Museum Board and committee members	<ul style="list-style-type: none"><li>▪ Maintain and enhance the Board orientation program</li><li>▪ Ensure that Board recruitment is an ongoing and active process</li><li>▪ Assess potential for a Board Governance Committee</li><li>▪ Assess annually the skillsets required on the Board and its committees</li></ul>

## **Developing Our People**

### **Outcomes:**

- We will attract and retain a team of highly qualified, appropriately supervised professional staff to deliver Museum programs and services.
- We will develop a team of staff-supported volunteers that assists the delivery of Museum programs and services.
- We will build on the strengths of the existing Board to develop a Board that is made up of individuals with the skills and knowledge the Museum needs to achieve its Mission.

<b>Objectives</b>	<b>Approach</b>
Improve human resource management	<ul style="list-style-type: none"><li>▪ Maintain and implement comprehensive personnel policies to address the needs of a growing Museum staff</li><li>▪ Continue a Human Resources Committee of the Board, which will meet at least once per year and will examine the Human Resources Policy annually</li><li>▪ Review museum staffing requirements and job descriptions annually, to ensure they align with the Museum’s changing needs</li><li>▪ Review on an annual basis the salaries and benefits package, to provide compensation that is comparable to other similar cultural institutions</li></ul>
Enhance the contribution of volunteers to the Museum	<ul style="list-style-type: none"><li>▪ Provide an environment which allows volunteers to obtain meaningful experiences that compliment their objectives, as well as help the Museum meet its mission</li><li>▪ Develop a stand-alone volunteer policy to support and protect the Museum’s volunteers</li><li>▪ Maintain and enhance the Board orientation program</li><li>▪ Ensure that Board recruitment is an ongoing and active process</li></ul>

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## **Maintaining and Developing our Facilities**

### **Outcomes:**

- The Museum will maintain the commemorative integrity of the Ann Baillie Building National Historic Site by continuing to restore and renovate the building to the best of its ability.
- The Museum will continue to provide the highest standards of collections stewardship by maintaining on- and off-site collections storage facilities and acquiring supplementary storage capacity as required by the growing collection.

<b>Objectives</b>	<b>Approach</b>
Continue the restoration and renovation of the Ann Baillie Building	<ul style="list-style-type: none"><li>▪ Seek funding to complete Phase II of the restoration and renovation</li></ul>
Maintain appropriate collections storage capacity	<ul style="list-style-type: none"><li>▪ Improve and/or expand on-site and off-site storage areas as required</li></ul>

## **Developing Our Collections and Curatorial Strength**

### **Outcomes:**

- The Museum will be a key resource for the study of the history of health and health care in Canada.
- The Museum’s collections will be managed to the highest standards.
- The collections will be catalogued and digitized to enhance access by the public and for professional use.

<b>Objectives</b>	<b>Approach</b>
Maintain the museum as a centre for research	<ul style="list-style-type: none"><li>▪ Promote the Museum as a resource for researchers and facilitate their access to the collections</li><li>▪ Ask researchers to acknowledge the Museum as a source in their publications</li><li>▪ Build all Museum programs and services on a sound research base</li><li>▪ Communicate research results in appropriate venues, including exhibitions, the Museum website, lectures and presentations, popular press, journals, etc.</li></ul>
Maintain appropriate collections storage capacity	<ul style="list-style-type: none"><li>▪ Continue to review and revise as required conservation policy and procedures to reflect the specific threats to and of the collection both on- and off-site</li></ul>
Maintain optimum security at the museum	<ul style="list-style-type: none"><li>▪ Conduct a risk assessment audit and develop and implement a Museum security plan</li><li>▪ Create an Emergency Preparedness Plan</li><li>▪ Continue to ensure museum records, both paper and electronic, are secure</li></ul>

Maintain best-practices in the stewardship of the collection

- Process donations following Museum policy and in a timely manner
  - Reduce the backlog of non-processed artefacts and of the digitization of catalogued artefacts
  - Continue to acquire the electronic software and equipment (i.e. photographic, etc.) required to catalogue the collection
  - Enhance the artefact database to better assist research, exhibit planning, and collections management
  - Create and implement a collections development plan
  - Review and revise as required policies and procedures relating to the collection and its management
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