

**MUSEUM OF HEALTH CARE
At Kingston**

**STRATEGIC PLAN
2012 - 2016**

**Approved 19 March 2012
Updated 10 February 2014**

Our Vision

The Museum of Health Care is the national resource for the history of health and health care in Canada.

Our Mission

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 collection
- Serving as a primary resource for scholarly work in the history of health care
- Providing stimulating experiences for a diverse range of learners, from elementary students to the public at large
- Engaging a larger audience with the history of health care
- Developing financial and organizational capacity to sustain and strengthen our institution and its activities

Our Values

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 <i>Standard for Community Museums in Ontario</i> . 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

Over the next five years the Health Care Museum will focus on the following six strategic initiatives:

1. Developing Our People

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

2. Maintaining and Developing our Facilities

A physical facility with appropriate administrative, storage, and public space is 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 the 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.

3. 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 innovative and entrepreneurial resource development programs to build both operating funds and an endowment fund to protect the Museum's future. We will build on and strengthen our existing financial management systems to ensure that we maintain the highest level of accountability, and that we make the best possible use of Museum resources.

4. Developing Our Collections and Curatorial Strength

The Museum of Health Care has one of the largest and most important 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 more sophisticated collection management policies and procedures will allow us to protect and enhance the collection as it grows.

5. 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 diverse audiences to develop programs and exhibits that are relevant, dynamic, and engaging. We will pursue innovative means to reach communities beyond Kingston, and ultimately across Canada and the world.

6. Enhancing Access, Visibility, and Community Engagement

A cultural institution is only valuable if it is 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.

Strategic Initiatives – Our Plan

1. Developing Our People

Outcomes:

- We will have a team of highly qualified, appropriately supervised professional staff to deliver Museum programs and services.
- We will have 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.

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

2. 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.

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

3. 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.

Objectives	Approach
Maintain our financial management and reporting systems	<ul style="list-style-type: none"> ▪ Continue budget development and tracking procedures ▪ Include cash-flow analysis in financial reporting to the Board ▪ Obtain an external audit of the Museum’s financial statements on an annual basis
Enhance revenue generation expertise and capacity within the Museum	<ul style="list-style-type: none"> ▪ Continue to build fundraising capacity within the Museum ▪ Provide fundraising training for the staff and board members of relevant committees ▪ Coordinate fund development and public relations activities ▪ Continue to forge partnerships with other organizations to provide sustainable income streams
Increase donations 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"> ▪ Create and implement a plan to raise at least \$5,000,000 for endowed and long-term fund purposes ▪ Cultivate long-term relationships through education and stewardship of donors and prospective donors
Increase self-generated revenue	<ul style="list-style-type: none"> ▪ Incorporate consideration of revenue-generation potential into all levels of Museum program planning

- Develop and promote new revenue-generating programs, such as apps and Museum guide-books
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4. 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 collection of artefacts and reference materials will be managed to the highest standards.
- The collection will be catalogued and digitized to enhance access by the public and for professional use.

Objectives	Approach
Maintain the museum as a centre for research	<ul style="list-style-type: none">▪ Promote the Museum as a resource for researchers and facilitate their access to the collection and reference materials▪ Ask researchers to acknowledge the Museum as a source in their publications▪ Build all Museum programs and services on a sound research base▪ Communicate research results in appropriate venues, including exhibitions, the Internet, lectures and presentations, popular press, journals, etc.
Maintain best-practices in the stewardship of the collection	<ul style="list-style-type: none">▪ 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 accession and digitize the collection▪ Maintain 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▪ Establish a Collections Management Committee of the Board to make recommendations regarding the collection and collection policies to the Board

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Maintain appropriate collections storage capacity

- 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
- Improve and/or expand on-site and off-site storage areas as required

Maintain optimum security at the museum

- Conduct a Risk Assessment audit and develop and implement a Museum security plan
 - Create an Emergency Preparedness Plan
 - Continue *to* ensure museum records, both paper and electronic, are secure
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5. 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.

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

6. Enhancing 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.

Objectives	Approach
Maintain the Museum 'brand'	<ul style="list-style-type: none"> ▪ Ensure consistency across all communications.
Engage the museum's audience and transform it into a group of active supporters	<ul style="list-style-type: none"> ▪ Understand the characteristics of current and potential audiences, and track trends and changes in program use ▪ Continue to develop and enhance ways of communicating with and engaging audience members who are not yet Museum members ▪ Review, enhance, and promote the Museum membership, volunteer, and donor programs
Increase public awareness of the Museum's programs and services	<ul style="list-style-type: none"> ▪ Research potential media channels and promote stories, articles, and information about services to the Greater Kingston geographic area and beyond ▪ Develop new and maintain existing partners that support Museum activities
Continue to develop the Museum's online presence	<ul style="list-style-type: none"> ▪ Reassess the Museum website annually and implement changes as necessary ▪ Increase the number of online exhibitions and resources ▪ Maintain and regularly update social media accounts and the Museum blog