



STRATEGIC PLAN

2017 – 2019



Accelerating Australian research to
identify better treatments,
the prevention and the cure
for multiple sclerosis.

THREE YEAR STRATEGIC PLAN

The 2017 – 2019 Strategic Plan of MS Research Australia is based around five key objectives:



THE 2017- 2019 STRATEGIC PLAN 5 MAJOR TENANTS

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STRATEGIC OBJECTIVE

We act on the needs of people affected by MS by being laser-focussed on the identified top three research priorities; finding cures, better treatments and preventative strategies for MS.

Effectively, to **STOP AND REVERSE MS.**

GOAL	OUTCOME	TARGET FOR 2019
Fund innovative, novel and impactful research ideas focused on cures, better treatments and prevention	Our funding portfolio continues to be perfectly aligned with the priorities set by people affected by MS (PaMS). Our laser focus on these top 3 priorities creates the fastest track to achieving our mission and vision	50% of our annual RMC funding to be allocated directly to accelerating cures by end of the 2019
We fund directed-research based on; <ul style="list-style-type: none">• proven research gaps and with the goal of building high-quality research teams;• the 'MS Research Priorities Survey' results;• by using identified accelerators and enablers highlighted in the 2016 'MS Research Resource Landscape report' to help fill research gaps.	Even greater focus on ensuring no duplication of research, encouraging collaboration and the continued funding of Australian strengths	<ul style="list-style-type: none">• 35% of our annual research allocation is towards "directed" or gap-driven MS research• The funding and/or facilitation of 2 new MS research teams at prestigious centres per annum• Substantial award is funded for innovative research – decided by the RMC by the end of 2018• Demonstrated progress towards finding solutions to the top 3 MS resource gaps:<ul style="list-style-type: none">(1) collaborations and networking;(2) biobanking; and(3) patient registries
We formulate, cost and lead the inaugural and ambitious MS research campaign to <u>"Stop and Reverse MS"</u>	A plan is articulated, successfully marketed and implemented which is designed to raise the funds for the full spectrum of basic and translational research needed to stop and reverse MS	National MS research campaign structure is approved by the MS Research Australia Board by September 2017 pending feasibility report. Campaign Committee members, campaign coordinator role and marketing materials approved by February 2018. Campaign implemented by March 2018

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STRATEGIC OBJECTIVE

MS Research Australia expands its remit as the dominant fundraiser for MS research nationally; as well as the leading funder, coordinator and facilitator of MS research nationally, and increasingly internationally.

GOAL	OUTCOME	TARGET FOR 2017-2019
Increase major giving portfolio (including Philanthropists, Bequests, Private Ancillary Funds, Trusts and Foundations) whilst maintaining engagement with all sections of the MS community including young people affected by MS via Kiss Goodbye to MS	Improved utilisation of Board, Leadership Council and giving circle networks to ensure greater access to national funders or novel fundraising opportunities	<ul style="list-style-type: none"> \$2.5 million per annum from HNWI/trust and foundations, PAF's increasing to \$3.0 million by 2018/9 \$250,000 per annum bequests increasing to \$350,000 in FY 2018/19 \$1.2 million Kiss Goodbye to MS IN FY2018 increasing to \$1.4 million FY2018/9 Global fundraising target US \$1.5 million for Kiss Goodbye to MS 2017 (across 12 countries) achieved. Global fundraising target US \$2.0 million (across 14 countries) for Kiss Goodbye to MS 2018 achieved
We address the significant MS research funding gap identified in our 2016 funding gap analysis by employing fundraising initiatives such as our national "Stop and Reverse MS" campaign and expanded fundraising reach to fill the gap	Campaign formulated and analysed for feasibility by independent expert. Large donor-centric national campaign to "Stop and Reverse MS" commenced that specifically addresses the annual MS research funding gap	See objective 1 target
Consistently employ best-practice, ethical and transparent governance principles to research AND fundraising	Exemplary donor stewardship and pro-active communication to donors of our research outcomes and impacts. Our transparent stewardship protocols concentrate on exactly what we do, how we spend it and what the outcome will be	<ul style="list-style-type: none"> Repeat giving rates increase by 20% year on year Donor satisfaction survey results "excellent" to "very good" ranking increase by 10% year on year Increased giving from major donors/trusts/PAF's segment by 20% year on year At least 10 demonstrable referrals per annum from major givers to other philanthropists or philanthropic groups



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STRATEGIC OBJECTIVE

MS Research Australia expands its remit as the dominant fundraiser for MS research nationally; as well as the leading funder, coordinator and facilitator of MS research nationally, and increasingly internationally....continued

GOAL	OUTCOME	TARGET FOR 2017-2019
	Strict clarity on MS research governance processes- building further on an already significant level of trust	<ul style="list-style-type: none"> • 4 invitations for speaking engagements per annum about best-practice protocols to fundraising industry peers • At least 1 fundraising staff member (invitations by merit) to take place on FIA committee and 3 staff members on industry special interest groups • Maintaining of our prestigious Category 1 funding status by The Australian Competitive Grants Register • Excellent report by International Research Review Board to evaluate our research governance by December 2017 • 2 merit-based invitations for speaking engagements per annum regarding best-practice protocols to industry peers for research governance or process • International expert reviewers for our Australian RMC applications maintained at over 100 individuals per annum • MS Research Australia funds allocated to research leveraged with other funding sources to increase by 10% per annum • 2 merit based invitations per year for research team to be part of global MS research collaborative event or initiative



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STRATEGIC OBJECTIVE

People affected by MS are at the heart of our organisation and guide everything we do

GOAL	OUTCOME	TARGET FOR 2017-2019
The expanded inclusion of people affected by MS in the Research Management Council process, Board and Leadership Council.	We enhance our reputation as an MS community-centric not-for-profit organisation	<ul style="list-style-type: none"> One person affected by MS as an integral member of our RMC (biomedical sub-committee) by December 2017. An additional person affected by MS will join the Social and Applied Research subcommittee by December 2018. Two people affected by MS present as observers of our RMC meetings Board composition to include at least 2 people who have MS as members Leadership Council to include at least 2 people who have MS as members
The 'MS Research Priorities Survey', which brought together the views of people affected by MS in Australia, is used to guide the funding of 'Priority Areas' and "research gaps".	Enhanced reputation as a Not-For-Profit organisation which actively listens to the vast consensus of its key stakeholders	<p>National MS research workshops are instigated by MS Research Australia research team for the identified research gaps relating to (1) the role of lifestyle factors in disease prevention, progression and management; (2) pain and cognition; by end 2017</p> <p>Monitor and track our funding to Progressive MS to ensure continued focus, identify translational opportunities and demonstrate an increased IPMSA contribution;</p> <p>Continue regular working group teleconferences to discuss global and national AHSCT activities with stakeholders, Registry steering committee and other experts to ensure feasible Australian research avenues are explored and pursued and treatment position statement remains in line with evidence.</p>



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STRATEGIC OBJECTIVE

People affected by MS are at the heart of our organisation and guide everything we do....continued

GOAL	OUTCOME	TARGET FOR 2017-2019
We utilise the additional wealth of knowledge, understanding and feedback of young people affected by MS involved with the Kiss Goodbye to MS campaign to assist us in identifying their needs in terms of information, research updates and research support, and the most relevant digital communication vehicles to meet those needs	We ensure we remain relevant to all people with MS regardless of age or the level of impact that MS has on their lives	Act on the focus group evaluations based on 2 cohorts (a) people affected by MS under 30 (b) people affected by MS over 30 assist us to workshop ideal messaging and communication vehicles for MS research. This work is implemented by December 2017
We collate the above goals, into an all-encompassing "Listening to people affected by MS Report 2017-2019" which includes attention to all people affected by MS no matter what age or level of impact that MS has on their lives	Highlight to our stakeholders (people affected by MS) the strong demonstrable loop between actively listening to their collective needs and priorities and ensuring a continued focus on research and communication activities targeted at fulfilling them	The "Listening to people affected by MS" report is provided to the Board for endorsement by July 2017. The report is taken to our stakeholders for consultation by October 2017



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STRATEGIC OBJECTIVE

Strengthening our collaborations, we will maintain our strong national focus but continue the successful expansion of our global relevance

GOAL	OUTCOME	TARGET FOR 2017-2019
<p>Show strong and bold leadership in establishing new, or enhancing existing, collaborations with high-impact and like-minded NFP's or aligned groups - particularly in the immunological research space.</p>	<p>We demonstrate our strong willingness to collaborate with aligned organisations, thereby reducing duplication in the sector.</p> <p>Leverage support from MS Australia and the significant skills in other NFP organisations, particularly in government advocacy and funding for research- to significantly increase our chances of attaining additional government funding for MS Research Australia initiatives</p>	<p>The Australian Immunological Alliance formed by March 2017 with its second meeting convened by April 2017</p> <p>We demonstrate our second successful collaboration with like-minded charities. This time with JDRF and Cure Brain Cancer Australia to identify and share learnings and best practice in governance, fundraising, shared goals and synergies, A collaborative Board initiative is implemented by December 2017</p>
<p>Working with government, research institutions and universities, philanthropic foundations, the medical research future fund (MRFF) and for-profit groups, we leverage research funding to facilitate the building and expansion of high-calibre MS research teams</p>	<p>Exhibiting an increasingly flexible and proactive approach- we use opportunities such as "matched funding" from stakeholder groups to help fill demonstrated MS research needs and gaps.</p>	<p>At least one successful matched funding opportunity with a major stakeholder group per annum. This matched funding must provide the conduit and impetus for building quality MS research teams at highly-regarded institutions.</p>
<p>We further enhance our significant role as a Managing Member of the successful and impactful International Progressive MS Alliance (IPMSA)</p>	<p>We provide people with progressive disease more than hope – we can demonstrate progress.</p> <p>Our already significant role expands to leading global discussions on innovative funding vehicles and gap-driven research for phase 2 of the Alliance.</p>	<p>A substantive increase in funding from MS Research Australia to the Alliance over the next 5 years.</p> <p>Two examples per annum of leading discussion as a managing member at IPMSA meetings</p>
<p>Acknowledging and supporting the current MS International Federation (MSIF) Strategic Plan on global research alliances, research fundraising collaborations, regional support networks and greater leadership from key groups - we continue to invest significant time and resource to global research issues</p>	<p>MS Research Australia becomes integral in the clear global strategy to successfully collaborate on two of the traditionally most difficult areas- fundraising and research.</p>	<p>60 invitations and 95% attendance per annum for at least 5 senior staff members in global subcommittees by teleconference.</p> <p>95% attendance by our staff at required international Alliance, research meetings and Board meetings.</p>
<p>Bringing together the world for the universal need of much greater funding for MS research, we continue to co-lead (with MSIF) the Kiss Goodbye to MS Global Campaign</p>	<p>Signalling our proven ability to have global influence, we intensify our role as a willing and leading participant in directly impacting and solving international unmet MS research funding needs.</p>	<p>Co-lead 30 global Kiss Goodbye to MS teleconferences per year.</p> <p>Formal invitation from MSIF to present to global MS community every 2 years</p>



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STRATEGIC OBJECTIVE

The principles of MS Research Australia are strongly outcome and impact-focussed

GOAL	OUTCOME	TARGET FOR 2017-2019
Clearly and transparently highlight the impacts of our organisation to our stakeholders	Our major stakeholders, including the general public, will understand and endorse the role we have played in the change in landscape for many people with MS .In turn, they become our advocates for continued progress.	<p>New outcome and impact metrics are displayed on our new website by July 2017</p> <p>Impact metrics quoted in general media articles on MS and widely disseminated nationally by September 2017</p>
We clearly and transparently highlight the impacts of funded MS research to our donors, key influencers and stakeholders	Communication of research concepts will clearly articulate how outcomes achieved will accelerate progress towards freedom from MS. This creates even greater transparency and opportunities for increased funding	<ul style="list-style-type: none"> • 100% of our High Net Worth Individual (HNWI) .major donor, Trust and Foundation, bequest and PAF supporters receive an annual, personalised “impact report” • 100% of all other donors receive an annual, general “impact report” • 4 major donor lab tours per annum at some of Australia’s best research institutions • 2 major donor events per annum to highlight progress to significant donors
We clearly and transparently communicate our focus on impactful research that addresses the unmet needs of people affected by MS to the MS research community	The research community are aware of the priorities and needs of people affected by MS and target their research activities to achieve research outcomes that take clear steps towards improved outcomes and better quality of life for people with MS	<ul style="list-style-type: none"> • Results of the “MS Research Priorities Survey” are communicated to the MS research and healthcare community (by end May 2017) • Research grant application forms adjusted to increase emphasis on the proposal’s pathway to impact - by the 2018 application round • RMC review processes continue to examine applications for impact and relevance to MS - ongoing • Progress report templates adjusted to require researchers to specifically identify the broader significance of the outcomes and the next steps required to achieve impact for people affected by MS – by Feb 2018

Overarching theme

Best practice communication underpins all of our activities. It permeates through our 5 main objectives, contributing significantly to their successful implementation.

GOAL	OUTCOME	TARGET FOR 2017-2019
Further develop and enhance our brand recognition as the leading and trusted Australian expert in MS research, creating greater awareness nationally and internationally	Engage appropriately with all stakeholders using relevant and contemporary communication channels	<ul style="list-style-type: none"> • Increase website growth by 15% per annum (including Australian and International traffic) • Increase growth on the main social media channels by 20% per annum • Media coverage via all channels increase by 10% per annum • Maintain above average open rates for all newsletters • Increased coverage of MS Research Australia in high profile, prestigious national media • An increase in the frequency of direct media approaches regarding current research or MS issues • All social media channels to increase the number of followers with particular focus on Facebook growth for Kiss Goodbye to MS to 100,000 for 2017, 125,000 in 2018 and 150,000 in 2019
	Medical professionals (esp. Neurologists and MS clinics) have increased awareness and are engaged in promotion of MS Research Australia as a trusted source of research information to newly diagnosed people with MS	Utilise a workshop to develop a targeted communications and marketing campaign by 2018
Further develop our research network to engage researchers within the MS research community and from other fields of research to focus attention on the research priorities, research gaps and neglected areas prioritised by people affected by MS	Increased cross-disciplinary network of researchers, health professionals and stakeholders are engaged in MS Research Australia workshops, conferences and steering committees, and receiving MS Research Australia communications	<p>All communications to researchers in the first quarter of the year (while grant rounds are open) incorporates information on research priorities of the MS community</p> <p>10% of researchers and stakeholders at MS Research Australia workshops and working groups are from other disease fields</p> <p>10% biennial increase in attendance at Progress in MS Research Conference</p> <p>10% annual increase in database of researchers and health professionals in Raiser's Edge</p> <p>10% annual increase in membership and attendance of MS Research Australia networks and workshops</p>
Further develop and enhance communications channels with our stakeholders in the Australian of MS community	<p>Research updates and outcomes, and translational and implementation opportunities are effectively communicated to all stakeholder groups</p> <p>Communication to stakeholders include concise information on impact, stage of new findings and implications for clinical and allied health practice.</p>	<p>Continuing discussions held with stakeholder groups to identify information needs and best vehicles for communication</p> <p>Working groups, conferences and workshops incorporate at least 10% attendance of stakeholder group representatives by end 2017</p> <p>Distribution numbers, open and click rates for communications to stakeholders increase by 10% annually</p>



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