



A Framework for Meaningful Impact

Canadian Liver Foundation 2022 – 2025

Today, the Canadian Liver Foundation's Board of Directors announces their passionate support of six strategic directions for the Canadian Liver Foundation from 2022 – 2025. These were identified in consultation with Canada's liver health community to shape our path forward, ensuring we are making the most meaningful impact possible as Canada's leading organization to promote liver health and disease resolution and to provide broad community outreach.

Over the course of the next three years, these strategic directions (along with concrete actions) will help us firmly establish our role as the definitive organization for support, education, awareness, and progress for liver disease in Canada.





Why Now?

The Canadian Liver Foundation was founded in 1969 by a committed group of business leaders and doctors who believed that liver disease needed a champion. Since then, the organization has grown, and we know the need for a liver disease champion remains important. We are still committed to making sure the liver disease community across Canada is supported, and that we are continuously bringing research to life.

In the face of this continued growth and evolution, it was now time to pause and reconsider how we deliver our programs, ensure progress in liver disease, and support our community. Collectively, we recognized it was time to galvanize our efforts around shared forward-looking and community-centric priorities, and to set our sights on a path towards growth and greater impact for all affected by liver disease in Canada.

The last two years alone have uncovered critical areas we must address. We've seen

communities engaging on social issues like never before, confronting inequity and advocating for improved health and wellbeing in a spectrum of communities, and connecting with one another in new ways. The digital era is fully upon us, driving new and exciting innovations, partnerships, advancements in research, and more. All of this is happening at increasing rates, and points to an exciting future of possibility and progress.

These are exciting times. As momentum builds and the world evolves, the Canadian Liver Foundation will not be a bystander. Through this strategic planning process, we are ensuring that we are equipped to play a more active role in this positive momentum forward.

To determine how to get there we asked you, the community, "What do you need the Canadian Liver Foundation to prioritize over the next three years in order to become an even stronger liver health leader in Canada?"

The strategic directions identified below are the answer to this question. They will guide us as we shape our path forward, and ultimately are the framework to ensure we continue to provide meaningful impact for the 1 in 4 persons in Canada living with and affected by liver disease.

STRATEGIC DIRECTION 1



Reach More People with Improved Support Services and Programs

The CLF takes several approaches to improving liver health in Canada, one of which is by providing support to people living with liver disease.

When we asked the community to tell us what part of our work is most important to you, providing this support was your number one answer. So we want to make this a priority.

We've heard countless stories about how valuable this support has been for so many of you, and we have heard that programs and offerings like the CLF Peer Support Network, the National Help Line, and Living with Liver Disease support groups have been very helpful additions to your liver health journeys.

We also received constructive criticism and feedback about how we can improve. This feedback was largely around ensuring that our support services more accurately fulfill

the offerings being marketed, and around investing energy to ensure a positive and consistent experience for all people with liver disease and caregivers across the country.

Moving forward, we want to make sure that every question community members have is addressed to your satisfaction. By 2025, the CLF will have evaluated and strengthened our existing support offerings and doubled down on efforts to ensure these supports are accessible to a much larger percentage of the Canadian population.

STRATEGIC DIRECTION 2



Increase Meaningful Community Engagement

Moving forward, the Canadian Liver Foundation will ensure that those with living with and affected by liver disease are central to every aspect of our work.

Over the course of the next three years, the Canadian Liver Foundation will ensure that those with lived experience of liver disease are more meaningfully engaged in our work.

Today, we commit to centring the voice of those with lived experience in all that we do, including the

execution of public education and awareness campaigns, community support program design, our fundraising initiatives, and in representing the community's voice when we advocate with government. Including this perspective will be an important way for us to create impact.

STRATEGIC DIRECTION 3



Develop and Action an Evidence and Equity-based Audience Strategy

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To ensure that every Canadian can feel supported by the Canadian Liver Foundation, the development of an evidence-based audience diversity, equity, and inclusion strategy will begin immediately.

Effective immediately, the Canadian Liver Foundation is renewing its commitment to serve all Canadians. This means taking a close and critical look at the audiences currently served and included in our work, as well as the audiences who have been historically left out of the conversation.

At least 1 in 4 Canadians is affected by liver disease, and as we strive to support every community member, we know we must move away from a one-size-fits-all approach.

If we truly endeavour to create a healthier population in this country, then we must centre the many diverse identities and experiences of those affected by liver disease in all that we do. We must consider

the varied genetic, behavioural, and social reasons why health inequalities and inequities exist, and then we must meaningfully increase our efforts to address them.

Liver disease does not affect all populations equally, so through this effort we will identify communities and groups of individuals more likely to be affected and make sure that they are all adequately included in our work, with support if needed.

An evidence-based audience diversity, equity, and inclusion strategy is to be developed and implemented.

STRATEGIC DIRECTION 4



Define the research program

In 2022, the Canadian Liver Foundation will conduct an audit of the organization's research and research funding program. We will then develop a multi-year strategy that concretely defines our role in the research community.

Our current mission is to bring liver research to life, but what does that mean? The answer to this question has shifted over time, and it is now important to evaluate what it should look like moving forward.

At our core, we exist to fund liver research, and that will never change. Through this process we will ask ourselves how we can ensure that this is done in a way that maximizes

impact for such a heterogenous disease, and review what specific role(s) we'll play in the liver research space by 2025.

An audit will take place over the course of 2022 that will map out concrete opportunities for an impactful, forward-looking, and innovative research program.

STRATEGIC DIRECTION 5



Strengthen Health Promotion, Education, and Awareness Campaigning

**The Canadian Liver Foundation
will ensure more campaigns
are seen and heard by more
Canadians.**

Consistently, the community tells us that it's necessary for more Canadians to see more content related to liver health awareness and health promotion. We often hear calls for "more," "louder," and "bigger" campaigns. Prioritizing these efforts so that we can reach every person in our community is essential.

Over the next 3 years, we will increase our efforts to develop and deploy prominent and consistent

liver health prevention, education, and awareness campaigns. While we will take the lead on many of these, we will also prioritize partnerships with peer organizations to make them happen. In any case, we're committed to ensuring that more Canadians than ever before are presented with compelling campaigns that speak to the multitude of liver diseases.

STRATEGIC DIRECTION



Grow and Evolve Fundraising Opportunities Across Canada

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The Canadian Liver Foundation will work to build a stronger network and fundraising program to meet the diverse needs of Canadians living with liver disease and to bring us closer to our mission.

More than ever, it is critical that we build a successful and sustainable fundraising program across Canada that supports our work and everything outlined in this framework. Having sufficient revenue in place to provide the necessary funding for cutting edge research, far-reaching and high quality community support, leading education and awareness campaigns, and meaningful support for those living with liver disease. This will ensure that we are showing up for every member of our community, present and future.

The fundraising landscape has changed dramatically in recent years, and a global pandemic has cemented the need for us to adapt and evolve our fundraising efforts. We will implement the tools and resources necessary to grow, sustain and diversify revenue streams, and we will leverage our dedicated partners, donors, volunteers and friends to support these efforts.