

# NKFI FY 2020-2022 Strategic Plan



National **Kidney** Foundation®  
of Illinois



prevent. educate. empower.



# NKFI MISSION, VISION AND CORE VALUES

## MISSION

The National Kidney Foundation of Illinois improves the health and well-being of people at risk for or affected by kidney disease through prevention, education and empowerment.

## VISION

The NKFI is a lifeline for all people affected by kidney disease. As pioneers of scientific research and innovation, the NKFI focuses on the whole patient through the lens of kidney health. Relentless in our work, we improve lives through action, education and accelerating change.

## CORE VALUES

NKFI Core Values are the deeply ingrained principles that guide our actions with our patients, our strategic partners and with each other.

- **Integrity:** Being honest and ethical in our interactions and in executing our responsibilities.
- **Respect:** We treat each individual with appreciation and courtesy. We honor the contributions of individuals and teams.
- **Learning:** We promote continuous learning in our organization to foster innovative thinking and approaches to executing the mission.
- **Partnership:** We acknowledge the value each party brings to a process, project or initiative and work collaboratively towards a shared outcome.
- **Inclusivity:** Embracing and valuing our differences while continuing to engage with each other to achieve mutual goals.

# NKFI 2020-2022 EXECUTIVE SUMMARY

The National Kidney Foundation of Illinois has proactively invested and participated in a rigorous strategic planning process for over 10 years. The most recent iteration of the strategic plan was initiated in 2012 with activation scheduled to occur between 2014 and 2016. Strategic priorities for programs, communications and marketing, and fundraising focused on aligning programs with the mission, resource development to maintain organizational growth, donor engagement, and increasing marketing and communications capacity. In 2016, the NKFI Board established 3 key priorities and realized incremental success with governance initiatives to move the organization forward.

With the changing landscape for the health care and specifically the kidney care sector, new legislation and new staff leadership in 2019, a strategic planning process was initiated and will be implemented between 2020 and 2022. The plan advances previously identified strategic priorities, while adding a new strategic priority for partnerships, advocacy, and collaboration as reflected on the NKFI Strategic Priorities Chart on page 7. The 2020-2022 plan also includes target communities for geographic expansion throughout the state of Illinois and an emphasis on volunteer recruitment and engagement.

The focus for the 2020-2022 plan is on activation and monitoring progress in support of the NKFI mission, vision and values. The process and outcome goals will be based upon performance metrics and reassessed as needed to reflect market realities and stakeholder feedback.

There is significant value in the continued NKFI Board-Staff-Community partnership model to impact persons affected by kidney disease, to support education of medical professionals and patients and to contribute to research to change the trajectory towards kidney health.

# NKFI 2020-2022 EXECUTIVE SUMMARY (CONT'D)

## Healthcare and Philanthropic Trends Impacting NKFI

In 2017, kidney disease was the ninth-leading cause of death in the United States. Approximately 37 million Americans have chronic kidney disease (CKD) and more than 736,000 have end stage renal disease (ERSD). In Illinois, kidney disease is the eighth-leading cause of death, with 2,565 kidney-disease related deaths. Over 21,800 patients are on dialysis in Illinois, and approximately 3,184 individuals are waiting for kidney transplantation.

Over the past 10 years, healthcare has shifted and two very different purchaser trends – increased patient cost sharing at the point of service and a shift to outcomes-based payment – have converged to catalyze a movement toward consumerism in the healthcare industry. Additionally, the 2019 executive order is a disruptive game changer, aimed at expanding treatment options for kidney disease, earlier identification, and overall reduction of healthcare costs.

Philanthropy in the United States continues to evolve, as donor profiles change and expand, and giving shifts from a traditional model. Donors are increasingly searching for a nonprofit aligned with their strategic giving priorities, and nonprofit initiatives that demonstrate impact and add value with targeted outcomes. Nonprofits are also engaging in social enterprise/accelerators/incubators to realize change, earn income and provide future innovation opportunities.

# NKFI 2020-2022 EXECUTIVE SUMMARY (CONT'D)

## **Environmental Considerations**

A comprehensive environmental scan was conducted to guide strategic plan development, including identifying competing entities and analyzing strengths, weaknesses, opportunities, and threats impacting the NKFI. Opportunities include leveraging strategies from the Executive Order, building partnerships and collaborations, and expanding the mission throughout the entire state. Identified threats include adverse economic forecasts, increasing competition for resources, and raising awareness of kidney disease may not translate into time or financial investment into the mission.

## **Sustainable Organizational Practice and Board Engagement**

Investing in organizational resources, including staff talent, board engagement, volunteers, and strategic partners improves organizational infrastructure and enhances strategic plan outcomes. Additionally, aligning NKFI Board Committees and the strategic priorities strengthens the board/staff partnership, supports diverse knowledge and perspectives and ownership of plan execution.

## **Strategic Plan Execution and Evaluation**





Following board feedback and approval, the Strategic Plan will be implemented between 2020 and 2022. A detailed action timeline for the task, target outcome, timeframe, and responsible party will be developed for each strategic priority, following the S.M.A.R.T goal format. As referenced, performance tracking metrics will be developed for each strategic priority to quantitatively measure success. Metrics will be reviewed on an ongoing basis to ensure goals are being met and targets remain relevant.

## **Summary**

The NKFI is an established leader of kidney disease awareness, prevention, and education. The 2020 – 2022 Strategic Plan will help propel NKFI into the future, and raise awareness of the NKFI mission and impacts of kidney disease throughout the state of Illinois.

# NKFI STRATEGIC PLAN SUMMARY

## 2020-2022 Strategic Priorities

			
<p><b>Build engagement with relevant, evidence-based programming.</b></p> <ul style="list-style-type: none"> <li>• Develop and validate educational programs about the impacts of kidney disease.</li> <li>• Create networking and educational opportunities for renal professionals.</li> <li>• Continue expanding programs throughout Illinois.</li> </ul>	<p><b>Increase NKFI brand recognition for mission impact and initiatives.</b></p> <ul style="list-style-type: none"> <li>• Generate awareness of programs, education, research, and advocacy.</li> <li>• Enhance marketing and communication capacity and practice.</li> </ul>	<p><b>Strengthen partnerships and collaborations.</b></p> <ul style="list-style-type: none"> <li>• Develop focused and strategic outcome driven partnerships to support the mission.</li> <li>• Initiate and support legislation that will enhance &amp; improve the lives of those affected by kidney disease.</li> <li>• Recruit, train, acknowledge and retain volunteers.</li> </ul>	<p><b>Diversify and grow funding.</b></p> <ul style="list-style-type: none"> <li>• Identify sustainable funding to support the mission.</li> <li>• Develop actionable plans to increase funding aligned with NKFI impact initiatives.</li> </ul>

**Sustainable organizational practice:** Continue to build a collaborative workplace culture through professional development, competitive compensation, team building opportunities and accountability for performance. Maintain a healthy, safe and diverse work environment. Generate awareness of existing programs and education. Support office technology and timely operational policy review and updates.

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