



Moving towards the future...

## **Multiple Births Canada's Transitional Plan 2003-2006**

...Supporting Multiple Births  
Together

**April 2003**

# Multiple Births Canada...

## **Mission Statement:**

**To improve the quality of life for multiple birth individuals and their families in Canada.**



**...And the guiding principles by which we work.**

# Moving from the Short Term to the Long Term...

## 2003-2006

**For 2003-2006 the main focus for MBC will be in the following areas:**

- Increase Volunteers
- Increase Membership
- Increase Revenue
- A National Website as the main portal of information for Multiple Births Canada
- Enhance the National Office

## 2006 and beyond

**Based on the work completed in the 3-year transitional plan and the resources available, MBC will work towards the long-term goals as outlined in the Mapping the Future Business Plan:**

- Improve access to support, resources, and care for multiples and their families
- Build strong chapters across Canada
- Inform and educate the health, education, and academic communities of the challenges facing multiples and their families and lobby so they are considered when undertaking research
- Encourage government and service providers to recognize the unique needs of multiples and their families and provide appropriate service

**Moving towards the future together...**

**...Supporting multiple births.**

# Multiple Births Canada Transitional Plan 2003-2006

## Goals for Multiple Births Canada (As outlined by the Mapping the Future Project)

### **Improve access to support, resources, and care for multiples and their families:**

- Link individuals and families with information, supports, and service providers
- Work with health, education and social service sectors to identify resources
- Maximize use of technology to provide information

### **Build strong chapters across Canada:**

- Support the development of new and existing chapters across Canada
- Help chapters obtain the resources to do their work
- Provide support and guidelines on operational matters
- Link chapters to build partnerships
- Help chapters build community partnerships and support networks

### **Inform and educate the health, education, and academic communities of the challenges facing multiples and their families and lobby so they are considered when undertaking research:**

- Collaborate and promote links with International Society for Twin Studies (ISTS)
- Membership with other international organizations through the ISTS Council of Multiple Birth Organizations (COMBO)
- Communicate regularly with medical and health associations regarding the needs of multiples
- Work with research initiatives to include the needs of multiples and their families

### **Encourage government and service providers to recognize the unique needs of multiples and their families and provide appropriate service**

- Work with provincial and federal governments to recognize the unique needs of multiples in developing health, education, and income policy
- Work with provincial and federal health associations to develop multiple-responsive health practices

## Achieving our Goals

The Board of Directors has identified that in order to achieve the goals of the Business Plan, as presented by the Mapping the Future Project, there are key factors that need to be in place. In addition, the organization requires transition from its current structure and operating budget to the first full year operating at its future capacity under the Business Plan. Shorter-term objectives and strategies involve:

1. Increased Volunteers
2. Increased Membership
3. Increased Revenue
4. A National Website as the main portal of information for Multiple Births Canada
5. Enhancing the National Office

Realistically, the Board of Directors believes that the organization would be in a position to implement its Business Plan after three years of preparation. Thus, this Transitional Plan was developed to cover key objectives from 2003-2006. In each case, achieving the objectives in the three-year transition would increase the opportunities and improve MBC's success in its goals in 2006 and beyond.

The following tables have been created to outline the transitional objectives of MBC, covering 2003-2006. For each objective, the steps have been clearly identified over each of the three years, as well as the target group of the objectives, the expected outcomes, the resources needed, and the Board's conclusions on the indicators of achievement for that objective.

In all cases, if the necessary resources become available prior to the timeline specified, MBC will be able to act accordingly. Each of the objectives is closely linked to the others and will be sure to have an impact if any one should be achieved independently of the others, or conversely, if they are not achieved.

<b>Increase Volunteers:</b>			
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<b>Activities /Action Steps</b>	<ul style="list-style-type: none"> <li>▪ To address volunteers specifically, appoint a Director of Volunteer Management</li> <li>▪ Write the Terms of Reference for a Volunteer Coordinator, and recruit</li> <li>▪ Utilize and/or develop resources and links to information on Volunteering</li> <li>▪ Develop principles by which MBC volunteers will work by</li> <li>▪ Continue to develop V@O Volunteer Orientation and Training Web Sites in partnership with PBSO</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop “Volunteer Connections” Newsletter</li> <li>▪ Utilize the V@O Volunteer Orientation and Training Web Sites</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a Comprehensive Volunteer structure to support the work of MBC</li> <li>▪ Continuous identification of need and re-evaluation of the Volunteer program</li> <li>▪ Continue to utilize the V@O Volunteer Orientation and Training Web Sites</li> </ul>
<b>Over The Three Years:</b>			
<b>Target group</b>	<b>Any of the following with one or more criterion:</b> <ul style="list-style-type: none"> <li>▪ Individuals with skills to offer</li> <li>▪ Past Volunteers</li> <li>▪ Leaders</li> <li>▪ Members of Chapters with experience</li> <li>▪ Grandparents</li> <li>▪ Individuals with emotional ties to the cause</li> <li>▪ Retired Individuals</li> <li>▪ University Students working on Masters Program</li> <li>▪ High Schools Students</li> </ul>		
<b>Resources Needed</b>	<b>All of:</b> <ul style="list-style-type: none"> <li>▪ Director of Volunteer Management</li> <li>▪ Volunteer Coordinator</li> <li>▪ Volunteer structure/program/objectives</li> <li>▪ Recognition Policy</li> <li>▪ Training and Orientation Program</li> <li>▪ V@O Volunteer Orientation and Training Web Sites</li> <li>▪ Screening Process</li> <li>▪ Recruitment Plan</li> <li>▪ Individuals with a passion for the cause/emotional ties</li> <li>▪ Assistance from Volunteer Canada and individual Volunteer Centres</li> </ul>		
<b>Outcomes or objectives</b>	<ul style="list-style-type: none"> <li>▪ Better distribution of workload</li> <li>▪ More work done faster and better</li> <li>▪ Less burnout in volunteers</li> <li>▪ Better trained volunteers</li> <li>▪ Improve image of National</li> <li>▪ Create a closer bond between National, Chapters and Members</li> </ul>		
<b>Indicators of achievement</b>	<ul style="list-style-type: none"> <li>▪ Surplus of Volunteers</li> <li>▪ Volunteers with Initiative</li> <li>▪ Enthusiastic Volunteers</li> <li>▪ Increased membership</li> <li>▪ A well run organization</li> <li>▪ Tasks, projects and assignments completed</li> <li>▪ More accomplished by the organization</li> </ul>		

<b>Increase membership:</b>			
<b>Activities /Action Steps</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
		<ul style="list-style-type: none"> <li>▪ Send out membership promotion to non-renewing members directly</li> <li>▪ Begin database of potential members and partners</li> <li>▪ Start the process of attracting potential members and partners (i.e. organizations, professionals and additional individual members)</li> <li>▪ Create media database for future advertising of MBC</li> <li>▪ Media blitz via email (i.e. PSA's and advertisements in local newspapers)</li> <li>▪ Establish relationships with non-affiliate clubs with a view to communicate more about MBC</li> <li>▪ Improve National Discount offerings</li> <li>▪ E-commerce for membership fees (by phone and on website)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Specific projects with selected organizations</li> <li>▪ Improve National Discount offerings</li> <li>▪ Membership development</li> <li>▪ Develop a strategy to attract additional membership potential (i.e. teens, multiples, grandparents)</li> <li>▪ Identify new opportunities for membership promotion</li> </ul>
<b>Over The Three Years:</b>			
<b>Target group</b>	<b>Any and all of :</b> <ul style="list-style-type: none"> <li>▪ Professionals (i.e. Doulas, Nannies, Daycare, MD, Nurses, etc.)</li> <li>▪ Parents</li> <li>▪ Grandparents</li> <li>▪ Organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Multiples themselves (i.e. children, teens)</li> <li>▪ People in rural areas of Canada</li> <li>▪ Visible minorities</li> <li>▪ Teen Parents</li> <li>▪ Social organizations/clubs</li> <li>▪ Welcome Wagon opportunities</li> </ul>	
<b>Resources Needed</b>	<b>All of:</b> <ul style="list-style-type: none"> <li>▪ Volunteers</li> <li>▪ Funds</li> <li>▪ Database of organizations to contact</li> <li>▪ Website (National Portal)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information Kits, Publications, Fact Sheets</li> <li>▪ Promotional Tools</li> <li>▪ Information/Links with other organizations</li> <li>▪ E-commerce (Visa/MC Merchant Status)</li> </ul>	
<b>Outcomes or objectives</b>	<ul style="list-style-type: none"> <li>▪ Increased revenue</li> <li>▪ Exposure and awareness</li> <li>▪ Diversity in membership (i.e. more professionals, more individual members in remote areas, etc)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Power and leverage (i.e. to obtain discounts, advocacy)</li> <li>▪ Stronger voice</li> <li>▪ Service more people</li> <li>▪ Increased support base</li> </ul>	
<b>Indicators of achievement</b>	<ul style="list-style-type: none"> <li>▪ Increased Membership</li> <li>▪ Year 1: 4000 Members</li> <li>▪ Year 2: 5000 Members</li> <li>▪ Year 3: 6000 Members</li> <li>▪ Increased Diversity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased hits on website</li> <li>▪ Increased use of Member's Only site/Chat rooms</li> <li>▪ Increased number of affiliated chapters</li> <li>▪ Increased MM Subscriptions</li> <li>▪ Increased attendance at AGM and Conference</li> </ul>	

<b>Increase Revenue Generation:</b>			
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<b>Activities /Action Steps</b>	<ul style="list-style-type: none"> <li>▪ Review the Terms of Reference for Director of Fund Development and recruit</li> <li>▪ Develop a funding plan – short and longer term</li> <li>▪ Get assistance from chapters for volunteers to assist in this objective</li> <li>▪ Explore and utilize opportunities for grants and funding – for example, Trillium funding for “Realizing Our Dreams”</li> <li>▪ Continuously promote our memberships and our publications</li> <li>▪ E-commerce (accept credit cards) for membership and publications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Begin implementation of the funding plan</li> <li>▪ Utilize assistance from members and chapters in fundraising efforts</li> <li>▪ Continue to explore and utilize opportunities for grants and funding such as Trillium</li> <li>▪ Continuously promote our memberships and our publications</li> <li>▪ Enhance e-commerce capabilities and promotion</li> </ul>	<ul style="list-style-type: none"> <li>▪ National Fundraising Event</li> <li>▪ Ongoing assistance from members and chapters</li> <li>▪ Continuously promote memberships and publications</li> <li>▪ Opportunities for grants and funding</li> </ul>
<b>Over The Three Years:</b>			
<b>Target group</b>	<p><b>Any of:</b></p> <ul style="list-style-type: none"> <li>▪ Sponsorships from companies and organizations</li> <li>▪ Donations from individuals and organizations</li> <li>▪ Sustained and growth in Memberships</li> <li>▪ Partnerships with other organizations</li> <li>▪ Sales (i.e. products, publications, novelties)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fundraising (i.e. March for Multiples, Cookbooks, Calendars, Contests)</li> <li>▪ Grants and funding – operating or project based</li> <li>▪ In-kind Services</li> <li>▪ Advertising opportunities with our resources (i.e. MM, Website)</li> </ul>	
<b>Resources Needed</b>	<p><b>Any and all of:</b></p> <ul style="list-style-type: none"> <li>▪ Volunteers with appropriate skills/training</li> <li>▪ Money to invest in fundraising activities</li> <li>▪ Director of Fund Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Possibly Fundraising Professional</li> <li>▪ Investors in MBC</li> <li>▪ E-commerce capabilities</li> </ul>	
<b>Outcomes or objectives</b>	<ul style="list-style-type: none"> <li>▪ Additional full time paid staff, compensated fairly</li> <li>▪ Additional support with staff will decrease workload for Board allowing it to concentrate on policy and strategy</li> <li>▪ As a whole, the organization would be able to achieve more</li> <li>▪ Increased opportunities to advertise and promote MBC</li> <li>▪ Allow MBC to grow and service more members</li> </ul>	<ul style="list-style-type: none"> <li>▪ More direct contact with all members</li> <li>▪ More face-to-face meetings of Board and Staff, allowing for more productive working meetings</li> <li>▪ Better servicing and continuous development of website (with a paid Webmaster)</li> <li>▪ Ability to translate more publications and website</li> <li>▪ Increase in publications</li> <li>▪ Increase MBC awareness - advertising</li> </ul>	
<b>Indicators of achievement</b>	<ul style="list-style-type: none"> <li>▪ Improved cash flow for activities and projects.</li> <li>▪ More success in completion of projects and assignments</li> <li>▪ Increase in activities and services offered</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in paid staff</li> <li>▪ Increase in publications offered</li> <li>▪ Increase in opportunities for face-to-face meetings, and more effective meetings</li> </ul>	

<b>Create a New National Website:</b>			
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<b>Activities /Action Steps</b>	<ul style="list-style-type: none"> <li>▪ Find the necessary funds, and hire a web designer to revamp the site</li> <li>▪ National Website revamped</li> <li>▪ New content, maintained regularly, addition of resources, more interaction with its visitors</li> <li>▪ E-commerce (accept credit cards) for membership and publications</li> <li>▪ Listserv/Message Board for site</li> </ul>	<ul style="list-style-type: none"> <li>▪ More content for Professionals</li> <li>▪ Media Kit incorporated onto website for media relations</li> <li>▪ Evaluation of website needs completed, with a view to its functionality, effectiveness, and continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>▪ More interaction between Professionals, the organization, and members</li> <li>▪ On-going improvements and additions of resources as available</li> </ul>
<b>Over The Three Years:</b>			
<b>Target group</b>	<b>All of:</b> <ul style="list-style-type: none"> <li>▪ Members and potential members</li> <li>▪ Professionals</li> <li>▪ Media</li> <li>▪ Grants/Funders</li> <li>▪ Researchers</li> <li>▪ Educators</li> <li>▪ Interested parties</li> <li>▪ Governments</li> <li>▪ Expectant parents</li> </ul>		
<b>Resources Needed</b>	<b>All of:</b> <ul style="list-style-type: none"> <li>▪ Web designer / development</li> <li>▪ Money (i.e. Grants, sponsorships, etc.)</li> <li>▪ Trillium Proposal- Realizing Our Dreams</li> <li>▪ Content and volunteers to create it</li> <li>▪ Website Coordinator (manage the information/link to web designer)</li> </ul>		
<b>Outcomes or objectives</b>	<ul style="list-style-type: none"> <li>▪ Improve revenue results</li> <li>▪ Awareness of MBC and multiple birth issues</li> <li>▪ Information Central</li> <li>▪ Service to non-members and members alike</li> <li>▪ Service to professionals</li> </ul>		
<b>Indicators of achievement</b>	<ul style="list-style-type: none"> <li>▪ Benchmark and continuously measure hits to the site, seeking increase in hits</li> <li>▪ Number of sales of publications</li> <li>▪ Increase in membership from site</li> <li>▪ Inquiries through site</li> <li>▪ Feedback from visitors</li> <li>▪ Feedback from members</li> </ul>		

**Enhancing our National Office:**

	Year 1	Year 2	Year 3
<b>Activities /Action Steps</b>	<ul style="list-style-type: none"> <li>▪ Determining responsibilities of the National Office, and its staff</li> <li>▪ Review of staffing needs for future, and preparation of appropriate Terms of Reference</li> <li>▪ Coordinating the development and production of publications for individuals, parents, and professionals</li> <li>▪ Coordinating formal agreements for national retail discounts, working with appropriate board members and volunteers</li> <li>▪ Trillium or other source(s) of funding for operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Full time paid office staff</li> <li>▪ Begin the search for an HR firm to recruit an Executive Director</li> <li>▪ Trillium or other source(s) of funding for operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hire HR firm to find an Executive Director, and recruit accordingly</li> <li>▪ Coordination of all national activities (i.e. with an ED in place, all tasks, projects, correspondence would be managed through the National Office)</li> <li>▪ Trillium or other source(s) of funding for operations</li> </ul>

**Over The Three Years:**

<b>Target group</b>	<p><b>With improved service from and communication with National Office:</b></p> <ul style="list-style-type: none"> <li>▪ Office staff (hours worked/salaries)</li> <li>▪ Members</li> <li>▪ Non-members</li> <li>▪ Professionals</li> <li>▪ Media</li> <li>▪ Partners</li> </ul>		
<b>Resources Needed</b>	<p><b>Any and all of:</b></p> <ul style="list-style-type: none"> <li>▪ Revenue to support incremental costs for the National Office</li> <li>▪ Volunteers</li> <li>▪ Sponsors</li> <li>▪ Updated and additional equipment and records management capabilities</li> </ul>		
<b>Outcomes or objectives</b>	<p><b>All of:</b></p> <ul style="list-style-type: none"> <li>▪ Full time and appropriately paid staff</li> <li>▪ Appropriate tools and training for staff</li> <li>▪ More publications for individuals, parents, and professionals</li> </ul>		
<b>Indicators of achievement</b>	<ul style="list-style-type: none"> <li>▪ Full time paid staff, as needed</li> <li>▪ Executive Director in place by 2006</li> <li>▪ Faster fulfillment of orders and answering requests and queries</li> </ul>		

## **Projects/Programs in Addition to the Objectives of the Transitional Plan:**

Throughout the next three years of transition, the services and support that MBC is already supplying will be maintained or improved depending on the outcome of what is achieved in the areas of increased resources.

For instance:

- The MBC National office will continue to answer the many inquiries that it receives each day.
- Multiple Moments/RFN will continue to be produced on a quarterly basis.
- The Networks will grow under the guidance of the Network Chairs.
- The Chapters will be supplied with the latest information through Information Circulars and regular mailings.
- The National Conference will continue to occur annually.

In addition, other projects will be undertaken, as they help the organization meet its mission, meet its goals, or are otherwise determined to be important to the organization. These will always be pursued provided resources exist to accomplish and support them.

There are currently three projects/partnerships, which will span the next three to five years. The following is a brief description of the projects and the proposed timelines for them.

### **Good Beginnings**

Multiple Births Canada is very excited to partner with Victorian Order of Nurses Peel (VON), the Family Education Centre, Peel Infant Development, the Early Years Literacy Consultants of Peel, and the Region of Peel Healthy Babies Healthy Children Program in this much needed Good Beginnings Program. The Early Years Challenge Fund Proposal was submitted January 15, 2003 and we expect to hear the Ministry's decision by the end of March with the money flowing April 1, 2003. This is a proposed three-year project.

Good Beginnings is a unique project, concentrating on providing information and practical help through the use of trained volunteer mentors. These mentors will assist families by modelling play-based, problem-solving, learning, practical language and literacy activities, attentive and democratic parenting skills, and, as well, by just being there, the volunteer can provide families with opportunities to participate in community early years' programs.

### **Multiple Births Canada is committed to:**

- Assist with the coordination and management of the multiple birth portion of the program and ensure a seamless approach within VON and MBC services.
- Provide training specific to the needs of the multiple births families.
- Provide referrals through National Office and through the multiple births chapters and other organizations in Peel.
- Provide a representative to sit on the Project Advisory Committee, which among other duties, will assist with the fundraising and the implementation of the sustainability plan.
- Provide peer support through the multiple birth chapters and groups in the region and specialized support through the national networks: Higher Order Multiple Support Network, Lone Parent Network, Loss Support Network, Special Needs Network, Reseau francophone and Breastfeeding Support Network.

If funding is secured, we envision this project providing MBC with a model to use across the country. It does take a community to raise a child, especially multiple birth children!

## V@O Volunteer Orientation and Training Web Sites

Multiple Births Canada, in partnership with Perinatal Bereavement Services of Ontario (PBSO), received funding in April 2002 to develop a website, specific to our organizations, which will provide orientation and training to volunteers through a video streaming web site and an interactive discussion area. The Orientation section of the web site is expected to be complete by April 1, 2003 and the Training section of the web site will be complete by April 1, 2004. The project-funding period is from April 1, 2002 to April 1, 2004.

### **The challenges of the Volunteer Orientation and Training task are that:**

- Direct client service support volunteers are “survivors” of the experience in question, which makes them a vulnerable group themselves.
- Volunteers need to feel connected, needed, appreciated and cared for by the organization for which they volunteer.
- It is difficult to assess “readiness” for a volunteer role without face-to-face contact.

### **The PBSO/MBC video streaming web site must be:**

- Personal enough to make volunteers feel like that they belong to a dynamic organization.
- User friendly enough to be managed by an individual (Volunteer Coordinator) in the home office.
- Simple enough that the average individuals with minimal computer e-mail skills and equipment could utilize it.
- Accessible enough to accommodate the potential volunteer’s time schedule.
- Interactive enough to allow assessment of volunteers readiness.

### **At the end of the orientation a volunteer will:**

- Have a clear understanding of origins, mission and services of the organization.
- Be aware of the scope of volunteer opportunities within the organization.
- Be aware of where the volunteer fits within the organizational structure.
- Feel a connection to the organization, it’s staff and volunteers.
- Be aware of their own feelings about their readiness to volunteer.

### **At the end of the training a volunteer will:**

- Have a clear understanding of the expectations of their volunteer role.
- Be aware of how their own grief/multiple experience affects their role as a support person.
- Feel confident in their understanding of the “support” role based on the knowledge of basic grief theory, group dynamics and listening theory, as applicable.
- Have made contact with staff and/or volunteers involved in their volunteer role through the interactive discussion area.
- Be aware of the limitations in their volunteer role and who their support contact in the organization is.

### **Volunteers are the most valuable resource of PBSO and MBC.**

- They provide the direct support services to the clients.
- They represent the organization to communities outside the home office area.

## Trillium Proposal - Realizing Our Dreams

It is with great excitement that we pursue funding from the Ontario Trillium Foundation for another project. This new proposal will use the Mapping the Future results and recommendations for operating funding. If we are successful in our application, we can begin to realize our long awaited dreams for MBC, and be well on the road to our Business Plan. The next submission date for Trillium proposals is May 15, 2003. If funding is secured, the money will be accessible December 2003. We plan to submit for a 3 to 5 year project.



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