



# Prevent Blindness

## PREVENT BLINDNESS STRATEGIC PLAN

2020-2025

### [Overview](#)

The Prevent Blindness Strategic Plan for 2020 – 2025 identifies opportunities to build on more than 110 years of leadership, programming, partnerships, and policy development to improve external awareness of the organization while broadening the impact for improved vision and eye health. The plan identifies key Strategic Objectives and foundational areas for the organization to address over the next 5 years.

The plan will have regular assessment of progress, as well as volunteer-led accountability to ensure plan adherence. The intended result will be measurably improved vision and eye health, optimal fundraising, and wise resource utilization.

Approved by the Board of Prevent Blindness March 6, 2020



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## **A message from the Prevent Blindness Board Chair and President/CEO:**

On behalf of the Prevent Blindness Board of Directors, affiliates, staff, and volunteers, we are pleased to present the 2020-2025 Strategic Plan. This plan reaffirms the organization's historic mission of *Preventing Blindness and Preserving Sight*. It serves as a dynamic and adaptive tool to guide the work of Prevent Blindness across three strategic objectives: **Educate, Advocate, and Empower**. These three strategic objectives, combined with foundational areas, ensure that the outcomes reflect the priorities of Prevent Blindness.

The Prevent Blindness Strategic Plan for 2020 – 2025 identifies opportunities to build on more than 110 years of leadership, programming, partnerships, and policy development to improve external awareness of the organization while broadening the impact for improved vision and eye health. It identifies key strategic objectives and foundational areas for the organization to address over the next 5 years, supported by regular assessment of outcomes as well as volunteer-led accountability to ensure plan adherence.

The plan is organized around the following three strategic objectives (SO) that drive the organization's overall mission:

**SO 1: Educate** – We promote awareness about Prevent Blindness, our resources, and our work. We provide information that leads to an increased appreciation of the value of good vision through early identification, access to interventions, connection to rehabilitation, and a reduction in the magnitude of visual impairment. The knowledge we provide is intended to prevent vision loss and promote the highest quality of life for those with a vision condition. Finally, we support the integration of vision information for the purposes of professional education and integration. Education increases awareness, drives improved health behaviors, promotes early detection of eye disease, and supports overall health goals through preserved sight.

**SO 2: Advocate** – Prevent Blindness has always advocated preventing blindness and preserving sight for individuals and populations as a whole. We honor this history and seek to grow our efforts through this strategic plan by promoting policies, practices, and population health changes that result in improved access to vision services through systemic change. We elevate the role for vision as a part of overall health, and seek to achieve vision health equity. Finally, we advocate for improved research and vision treatments through scientific advancements. As the leading advocate for vision and eye health, Prevent Blindness will provide the guiding light to better vision for all.

**SO 3: Empower** – Prevent Blindness is an ideal convener among key stakeholder organizations while also supporting the individual in achieving their best sight for a lifetime. No other organization has been able to bring so many diverse groups to consensus and the list continues to grow. By empowering others- whether the individual or an organization- in their role to improve in vision and eye health we are expanding our impact as an organization. We do so through understanding and supporting the patient and caregiver experience in eye disease, through technical assistance for vision health programs, and by providing the skills necessary for population-level detection and treatment of eye disease. As leaders in vision and population health, we do not want to control all of the actions ourselves. Rather, we want to bring forth those actions in others that will multiply improvements in the efforts to improve vision locally and globally.

The organization has identified three **foundational areas** that underlie each of the SO's. These foundational areas represent the approach, resources, and core values that must be in place to achieve success in the strategic objectives. The foundational areas include:

1. **Promote Coordination of Vision and Eye Health Efforts through Affiliates and Other Critical Partners:** In all actions that we take as an organization, Prevent Blindness must be the catalyst- amplifying our impact

as we work with others who are also dedicated to and impacted by our mission. Thus, it is essential that we work with our affiliates, regional programs, organizational partners, and others in the execution of the strategic objectives to ensure maximum benefits from the current stakeholders. If not, we risk duplication of services, wasted resources, and stagnation for vision and eye health.

2. **Fundraising, Fiscal Management, and Resource Optimization:** As Prevent Blindness implements this strategic plan, it is critical to recognize and strategically utilize existing organizational resources- including both human capital as well as technology, and communication strategies- in our work. We must also assess when additional resources are needed, which may include fundraising diversification, staffing needs, or partnership growth to reach the intended goal. Strong fiscal management of all resources is critical to ensure adherence to legal and ethical standards. Finally, we must be aware of emerging opportunities that can provide Prevent Blindness with a strategic advantage.
3. **Approach that is Grounded in Integrity, Experience, Science, and Accountability:** We must always remember our strong history and our mission as an organization when decisions are made in the execution of this plan. Prevent Blindness has developed a reputation of integrity and embraces a science-driven and evidence-based approach to all programs, advice, and products we produce. We cannot waiver from that approach and it must be reflected in our actions as we are held accountable by our volunteers, affiliates, health care providers, government and non-governmental partners, and the people and patients that we serve.

The Strategic Objectives and the Foundational Areas included in the plan will provide structure and guidance for major initiatives undertaken by the organization across the next five years. While the plan does not exclusively dictate Prevent Blindness' operations and strategies, it will guide the organization's future and provide a source



for ongoing accountability to its volunteer-led Board of Directors and constituents so that these operations and strategies align with the strategic vision of the organization.

This strategic plan is the result of the hard work and dedication of a Strategic Planning Committee comprised of volunteers, staff, and affiliate representatives. Their commitment to the planning process, data collection and analysis, and review of the final document has resulted in a strong guidepost for Prevent Blindness for years to come. We thank the members of the Strategic Planning Committee for their service!

Sincerely,

A handwritten signature in black ink, appearing to read "M. Kathleen Murphy".

M. Kathleen Murphy, DNP  
Chair, Prevent Blindness Board of Directors  
Chair, Strategic Planning Committee

A handwritten signature in black ink, appearing to read "Jeff Todd".

Jeff Todd  
President + CEO



## **About Prevent Blindness:**

Founded in 1908, Prevent Blindness has become the nation's leading volunteer eye health and safety organization dedicated to fighting blindness and preserving sight. Focused on promoting a continuum of vision care, Prevent Blindness touches the lives of millions of people each year.

### **Prevent Blindness Mission:**

To Prevent Blindness and Preserve Sight

**Prevent Blindness Vision:** Envisioning a world where preventable blindness is no longer a population health issue.

### **Prevent Blindness Core Values**

- Integrity
- Unifying Leadership
- Collaboration
- Population-Health Perspective
- Evidence- and Science-based
- Transparency
- Accountability
- Reliability
- Reciprocity
- Volunteer-led
- Equity-based
- Proactive

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### SO 1: Educate

- Increase awareness of Prevent Blindness and our work
- Elevate public knowledge about vision and eye diseases targeting high risk populations
- Support the individual's understanding of vision health, eye problems, and disease
- Support the caregiver in their role relating to vision health
- Educate professionals about how vision health impacts their work and life



### SO2: Advocate

- Increase access to vision services
- Integrate vision at the local, state, and national population health levels
- Improve equity in eye health
- Promote a broad spectrum of vision research- bench, genetic, clinical, translational, and population health
- Promote policy changes aligned with Prevent Blindness's objectives



### SO 3: Empower

- Empower systems to address vision and eye health
- Give individuals and caregivers a voice in advancing vision and eye health
- Promote early detection strategies to prevent blindness
- Encourage utilization of strategies that preserve sight, independence, and quality of life

**Coordination of Vision and Eye Health Efforts** (Through Affiliates and Critical Partners)

**Fundraising, Fiscal Management, and Resource Optimization** (Resources include Volunteers, Staff, Technology, and Communication)

**Evidence-based Approach** (Grounded in Integrity, Experience, Science, and Accountability)



## **Accountability in the Prevent Blindness Strategic Plan:**

The Prevent Blindness Strategic Plan for 2020-2025 is intended to be a living document that provides regular guidance to the volunteer and staff leadership of the organization. The plan, or portions thereof, should be reviewed on a quarterly basis to determine adherence to the strategic objects and supporting actions to ensure progress toward the stated goals. This review may be a part of Board or committee meetings, and/or a special review meeting on an annual basis at minimum. During the review, it may be apparent that actions or deadlines will need to be updated to address shifts in current conditions in which the organization is operating. (Key conditions for monitoring or consideration as the plan is updated are detailed in Appendix A.) Keeping the strategic plan updated throughout 2025 will result in better preparations as future strategic plans are considered.

## **Concluding Statement:**

Throughout all programs and activities of Prevent Blindness, we are committed to improving the vision and eye health from a population health perspective. Our program efforts are further enhanced by the on-the-ground efforts of our affiliates, program offices, and partner network. Through this network and our national staff, we will reach millions of Americans to provide:

- Training and resources for professionals to promote early detection of eye disease
- Public education resources for healthy sight and proactive vision behavior
- Access to comprehensive eye examinations
- Access to treatments- both pharmacological and eyeglasses
- Patient and caregiver support for those living with vision impairment
- Educational fact sheets, brochures, videos, and websites
- Conference events and presentations to diverse audiences



Mission: To Prevent Blindness and Preserve Sight

Strategic Plan 2020-2025

Vision: *Envisioning a world where preventable blindness is no longer a public health issue.*

By understanding the number and characteristics of people at risk of vision loss or eye disease; empowering individuals to access appropriate and timely eye health care; developing, translating, and supporting prevention efforts aimed at reducing vision problems; creating solutions to the barriers to eye care; facilitating policy development leading to good eye health; and using our resources in a wise manner we can improve the nation's vision health as well as its overall health status.

**Prevent Blindness**

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