



Strategic Plan 2014-2023

Develop Potential – Enable for the Future



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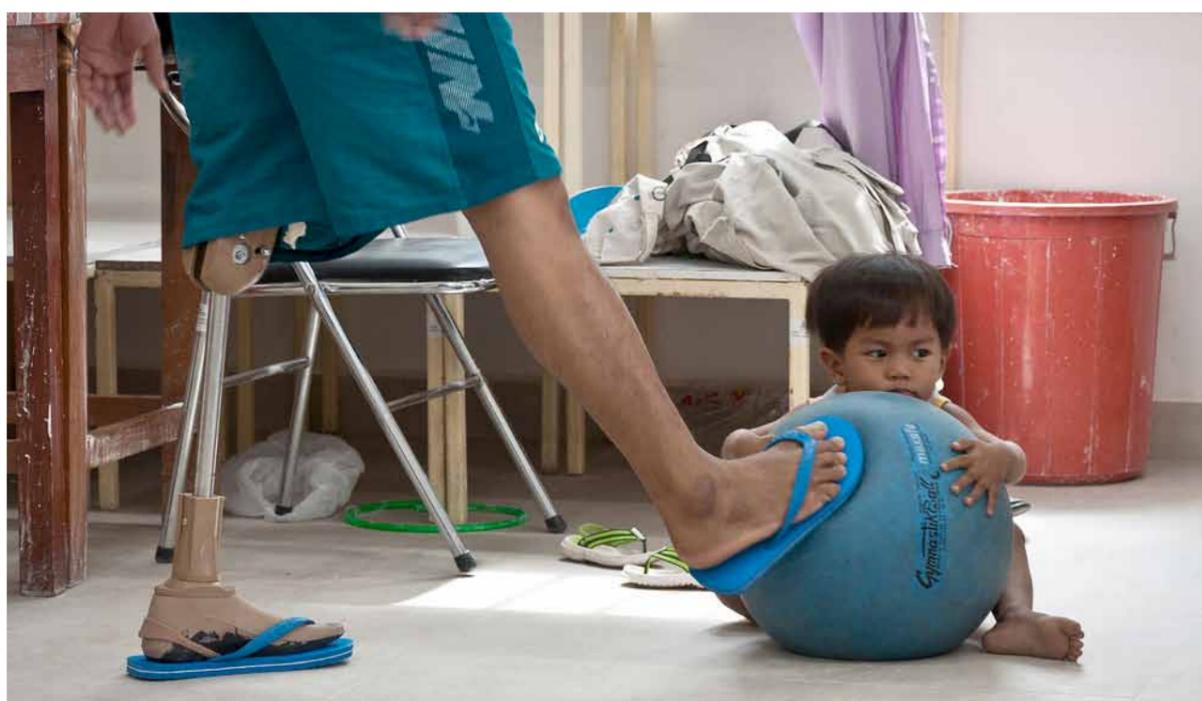
#equip
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CREATING POSSIBILITIES
EXCEEDING EXPECTATIONS
FUTURES WITHOUT LIMITS



Background

Since the early 1990's, The Cambodia Trust (now known as Exceed) has been on the leading edge of developments in the field of Prosthetics and Orthotics education in low-income and post-conflict countries. Strategic planning has been a priority activity within the organisation and, over the years, this planning has directed action and ensured the most effective and efficient use of often limited resources.



The establishment of The Cambodian School of Prosthetics and Orthotics (CSPO) in 1994 marked a major step forward in terms of collaboration between a group of major international NGO's and service providers in Cambodia.

All agreed on a common goal - to train sixty Cambodians as internationally accredited Prosthetist Orthotists. While this goal was considered ambitious, The Cambodia Trust believed in the potential of the Cambodian students and was determined to ensure that graduates would benefit from an internationally recognised qualification – the first educational programme in the country to achieve such an objective.

Following the establishment of the CSPO, communication with the International Society of Prosthetics and Orthotics (ISPO) was initiated. This was essential to ensure that the CSPO curriculum was developed in line with the education standards established by the ISPO and WHO (World Health Organisation). CSPO achieved ISPO Category 2 status in 1997.

Having achieved the initial objective of training sixty Cambodian Prosthetist Orthotists, it became clear that the need for trained Prosthetist Orthotists in the region was enormous. It was also apparent that once having trained a core of professionals for Cambodia, the school should look outwards to the region and offer fee-paying places to young people from the South / Southeast Asian region. This initiative not only made a small start in addressing the need for trained professionals in other countries in the region but also provided an important source of income and, subsequently, longer-term sustainability for the school.

The Next Step: 2001 Strategic Plan

The Nippon Foundation of Japan was, and remains, a key partner of Exceed in the development of the internationally accredited education of Prosthetist Orthotists. Having observed the significant and positive outcomes of strategic planning combined with a focus on quality management, The Nippon Foundation first proposed the concept of replicating the CSPO 'model' in other countries in the region.



While accurate statistics were not available, it was widely acknowledged that prosthetic orthotic services in the region were minimal to non-existent. The proposal to establish schools in other low-income countries would introduce the profession of prosthetics and orthotics.

By responding to the need for high quality, appropriate technology prosthetic and orthotic services it would also act as a catalyst for the development of rehabilitation services. Additionally it would improve access to those services for a wide range of persons with disabilities.

In 2001, The Cambodia Trust developed The Strategic Plan for the Establishment of Schools of Prosthetics and Orthotics in Southeast Asia. This was a ten-year plan that described the establishment and development of schools of Prosthetics and Orthotics in three countries; Sri Lanka, Indonesia and The Philippines. Myanmar had initially been identified as a priority target, but, due to political constraints, no further planning was able to take place there until 2012.

The schools were rolled out on the following timeline:

- Sri Lanka – 2004
- Indonesia – 2008
- The Philippines – 2010
- Myanmar – 2013

The 2001 plan has been successful in providing both the strategic direction the framework for expansion of the work of the organisation – beginning with the education of young professionals in addition to establishing international standards of service provision and ensuring that those services are accessible to all.

A Step Into The Future

As we approach the final phase of the 2001 Strategic Plan, the next step is a new strategic plan for the upcoming ten years. Discussions began in earnest during 2013 when the Board of Trustees and project managers once again began to look up and out... planning for the next phase of development of the organisation... embracing changes and opportunities that are emerging. What follows is the consensus of those groups.



Key Concerns:

- Reduction in global funding available for service provision.
- Need to ensure long-term sustainability of rehabilitation services for the less resourced.
- Retention of P&O graduates in the profession by widening career development opportunities for those graduates.
- Development of differentiated services to provide for a wider demographic of the disabled.
- Lack of global statistics related to disability and of the need for essential services.
- Challenges for national Governments to include/develop P&O services within existing rehabilitation provision.
- Poor data for decision making.
- Limited understanding of P&O with donors and stakeholders.

2014 Strategic Plan

During the 2013 discussions, eight key areas of focus for development were identified to direct the work of Exceed for the upcoming ten years:

-  Human Resources
-  Prosthetics and Orthotics Quality Education
-  Enterprise for Sustainability
-  Research
-  Brand Management
-  New Opportunities for Expansion of Core Activities
-  Supply Chain Management
-  Advocacy



Development Focus 1: Human Resources

People are at the heart of what we do: from the persons with disabilities we serve, to the Board of Trustees and the staff who are at the heart of delivering high quality services. As we move towards a sustainable income generation model, our mindset will evolve. Our staff are our core resource and, in the next ten years, we will develop a work environment where employment and professional development opportunities will both attract and retain staff. This will ensure that investments made in training and capacity building will be retained as a key asset within the organisation.



OUR STAFF

- Investment in people - clearly identifying key roles and key people, offering appropriate career development and investment in the across all employees.
- Where possible, we recruit and promote existing staff from within the organisation, hence providing a career hierarchy and incentives.
- Focus on developing an employment strategy that recruits and retains staff in a profitable business environment that competes with other Allied Health Employers. Development and retention of national and international staff.
- Focus on developing skills within our teams – review planning and improve continuing professional development – to ensure retention and sufficient skills for implementing organisational strategies.
- Plan for succession of key staff – identifying and developing talent and 'growing' future leaders and managers up through the organisation.

BOARD OF TRUSTEES

- Review composition and size of the Board regularly – annual task, in conjunction with the Annual General Meeting. Ensuring a balance of gender, skills, experience, persons with disabilities, regional participation.
- Consider establishing specialist advisory boards to develop and implement special projects and new ideas.

PERSONS WITH DISABILITIES

- The focus of the organisation is to rehabilitate, enable and empower persons with disabilities. Where possible, we should recruit and train, making allowances for mobility, cognitive and sensory impairments.
- We will, where possible, practice positive discrimination with special focus on women with disability.

Development Focus 2: P&O Quality Education

The provision of high quality P&O education remains at the core of our mission and our expertise. Our mission demands we improve and increase both the quality and quantity of high quality and accessible assistive devices, namely Prostheses and Orthoses. To do so, we must continue to invest in new professionals, addressing a perceived shortfall of more than 4,000 practitioners in the region. Through our training programmes, we will establish, maintain and develop the profession of prosthetics and orthotics in line with international standards ensuring P&O services are consistent and of high quality throughout.

Develop all levels of ISPO/WHO training:

CATEGORY I

It remains the intention of the organisation to, where possible, train P&Os to the Category 1 standard as defined by the WHO and ISPO. This international aspiration is appropriate for the countries in which we work and is increasingly becoming an achievable target.

CATEGORY II

As long as demand persists for Category 2 graduates, we will continue to offer the training. We will consider specialist short courses in Lower Limb Prosthetics or Orthotics or as part of a modular approach as defined by ISPO/WHO.

CATEGORY III

As Prosthetic and Orthotic service demand grows, it is evident that Category 3, bench technician training is now a need. The objectives are:

- To improve efficiency of services. Training Category 3 bench technicians will increase outputs by allowing Category 1 and Category 2 Prosthetist Orthotists to focus on clinical work only.
- To reduce the overall cost of services through efficiency. Increasing outputs will make better use of human and operational resources.

The Philippines will be the first ISPO accredited program in the world to achieve this standard.

REVIEW CURRICULA

We will continuously improve our teaching materials and methods through review, training and the adoption of state of the art techniques. A specialist staff member may be recruited for this role. A curriculum development meeting will be a high priority.

DEVELOP POST-GRADUATE EDUCATION OPPORTUNITIES

A key element in the retention and development of staff will be the development of opportunities for post graduate education at a higher degree level. This should be on a cost share/investment basis between the organisation and the staff.

DEVELOP AND PROMOTE PEER-TO-PEER MENTORING

Develop and promote professional association and encourage in-country, regional and international mentoring.

RESEARCH AND DEVELOP E-LEARNING/BLENDED LEARNING OPTIONS

Develop and maintain a cutting edge approach to teaching using e-learning, blended learning, residency and other techniques where viable.

EDUCATE OTHER MEDICAL AND ALLIED HEALTH PROFESSIONALS

Promote better awareness of the role of P&O by offering short courses and other experiences to other clinic team members and resource holders. Offer other aspects of rehabilitation awareness training to P&Os through wheelchair, CBR and other training.

DEVELOP ALUMNI PROGRAMME AND PROFESSIONAL ASSOCIATIONS

The development of ISPO and other professional bodies within the rehabilitation community. We will provide institutional support to achieve this.

Development Focus 3: Enterprise for Sustainability

In order to sustain our activities for the foreseeable future, it will be necessary to change our business model. By offering a differentiated service to those who can afford to pay, we can create a value chain that will produce a return to the enterprise and that will sustain the organisation into the future. This initiative will be implemented with the prime objective of maintaining, in perpetuity, the services to those on low income and affordable to all.

By offering a full range of high and low level technologies, income will be generated, and fed back into the system to subsidise and support services to those who can least afford it and to our educational and community based activities. This initiative is timely and represents both a unique opportunity as well as a new direction for the organisation.

Outline Income Generation Business Plan

STAGE 1
We will develop strategic partnerships with component suppliers and local hosts.

STAGE 2
We will develop pilot projects, establishing for profit clinics associated with strong brands and service providers.

STAGE 3
On completion of a one-year pilot scheme, a detailed business plan will be developed to provide a ten-year template based on actual demand. This will be the basis for investment and business projections.

STAGE 4
Develop the business, generating a good return to the organisation in order to maintain the social enterprise model.

STAGE 5
Offer franchise development as an incentive to staff.

Key Elements

- Initial investment for project development.
- Identify and target doctors and other Allied Health Professionals who will refer patients.
- Create positive cash flow through favourable credit arrangements with key suppliers.
- Ensure good availability of stock through supply chain management.
- Target promotion to wealthier individuals and referring hospitals.
- Develop strong relationships with third party payers (eg. government agencies, private insurance companies and possibly NGO's and philanthropic organisations).
- Retain graduates as a workforce.
- Develop Cat 3 and ancillary staff.
- Develop key contacts (already identified in Manila, Jakarta, Colombo and Phnom Penh).
- Agree mutually beneficial partnerships with key supply chain partners.
- Clarify and optimise legal requirements and procedures.
- Develop a business plan that will make the organisation self-sustaining within ten years.

Development Focus 4: Research

It is widely acknowledged, that there is a growing need for better data related to disability and services. Such fields of data acquisition would include epidemiological studies, outcome measurement, cost/benefit analysis and quality of life.



Greater emphasis will be given to research within the P&O training courses we manage, and as standards rise, it will be essential that our graduates become aware of research and at the very least, become effective consumers of research.

Good quality published research will provide evidence for planning, investment and fundraising. More importantly, good data will influence resource holders and donors and will encourage more emphasis on inclusion of people with disability in the development agenda.

Exceed projects do not currently have the capacity or the funding to carry forward such a research agenda, and will seek strategic partners with research experience who will guide the process.

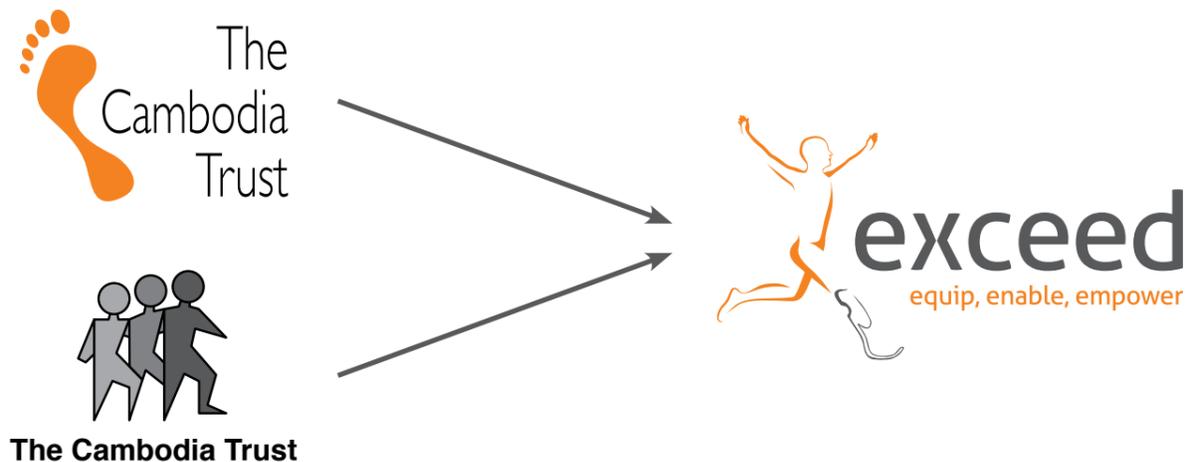
Exceed can offer local resources, space, logistics and networks that will be attractive to universities and other institutions. Partners will offer access to expertise, route to publication and a route to possible funding.

Outputs and impact:
The body of knowledge on disability matters will be driven forward, and Exceed will become a more effective service provider, trainer and service deliverer. Our profile in advocacy will increase, and a potential income stream identified.

- Goals for moving forward:**
- Identify a trustee/trustees/advisor/s with research expertise. With the right support a plan of action and key partners can be identified
 - Initiate planning related to including research inside the organisation. A research "department" should be established as soon as possible, with the remit of planning, resources and ideas coordination.
 - Identify possible partnerships with strong research universities in Europe, US, Asia, Australia.

Development Focus 5: Brand Management

As the organisation worked to agree strategic objectives for the 2014-2023 period, the 'brand' was identified as an important driver for development. While the name, 'The Cambodia Trust' had been highly regarded over the years, it was agreed that a new name would better represent the expanded geographical footprint of the organisation as well as the development of the scope of services and move away from donated resources towards a sustainable income generation model. This more dynamic brand would serve to place the organisation in a better position for future growth and impact.



As the world's largest prosthetics and orthotics educator we agreed the new name should reflect the positivity, high value and professionalism exemplified by our energetic and growing organisation. After a period of consultation, the name "Exceed" was decided on. Once implemented, ongoing management of the new brand will be a key factor to ensure maximum value is achieved through this important investment.

VISION
Creating possibilities, exceeding expectations, futures without limits.

MISSION
Working in partnerships to deliver high quality, sustainable services that equip, enable and empower persons with disabilities.

STRAPLINE
Equip, Enable, Empower

CORE VALUES
We value people, we aim for excellence and we work in partnerships.

Development Focus 6: New Opportunities for Expansion of Core Activities

Our core activity remains the training of Prosthetist Orthotists and we have a strong brand presence in the field. This will remain our primary focus and we will concentrate our resources on the development of this activity.



As our emphasis shifts from the successful model of developing schools to promoting a business model, research and educational endeavors, etc we will focus our resources accordingly to ensure delivery of objectives. We will, however, remain open to expanding our educational remit and will assess individual opportunities as they arise.

Our main thrust for growth will be to strengthen our position in the countries where we currently operate. This will be achieved through increased service provision (reaching increased numbers of people), development of income generation services (private clinics) and through providing a wider range of P&O technology (including more sophisticated high-end devices). We are also mindful of developing relationships with third party payers and broadening our donor base.

Whilst we will not actively seek any new ventures beyond those listed within the strategic aims, our extensive expertise can be shared with other organisations as they seek to establish themselves in other developing countries through consultations and engagement with ISPO.

Areas where there may be opportunities include India (where standards are low, but infrastructure exists) and West Africa where Ghana may provide opportunities in the future.

Consultation re developing schools:
Drawing on expertise inherent within the organisation, we will encourage our staff and leaders to take a full role in the international community of P&O and where possible we may generate income through consultation, partnerships and advisory roles for donors, businesses and other NGOs.

Supply of assistive technologies:
In the future, we may seek opportunities in the supply of other Assistive Technologies, in line with the recent call by the WHO that rehabilitation centres deal with more than mobility rehabilitation, but also provide a one-stop-shop for other devices such as hearing aids, wheelchairs, walking aids and glasses.

Enterprise for sustainability:
The supply of other devices, stump socks, soft orthotic goods, shoes, insoles, stoma products, mastectomy related devices and other equipment can be a good income stream opportunity for sustainability. These would be made available through our proposed private clinics.

Development Focus 7: Supply Chain Management

As numbers of P&O graduates and Cat III technicians increase, we see a shortage of componentry and materials becoming a problem in the near future. With five schools each producing fifteen graduates a year (cumulative) we are observing a significant opportunity to develop manufacturing and distribution within the income generation side.



We will consider options for manufacturing components as part of the income generation business enterprise with a stand-alone manufacturing facility to be piloted in Sri Lanka. We will aim to retail/distribute components/products across the Southeast Asia region. Expertise/capacity to implement will be identified through partners and experienced staff.

- Order from Cambodian factory to encourage sustainability – in the light of limited availability of high quality componentry, we will initially order as much as possible from the factory in Phnom Penh, Cambodia. This increase in orders will have the long-term effect of helping to sustain develop P&O services in Cambodia. However, it is acknowledged the capacity to increase outputs will be limited and other sources will have to be identified.
- Explore viability of establishing a manufacturing facility in Sri Lanka – we will initiate research and planning immediately.
- Retail and distribution – explore option to develop as an agency / retail distribution, for items such as soft collars, stump socks etc. – which would provide good potential income stream.

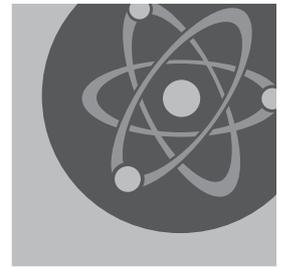
Development Focus 8: Advocacy

Advocacy is defined as the process of enlightening, educating, raising awareness of and modifying the environment for beneficiaries, customers, donors, funding agencies and host governments.



To that end we aim to improve communication with our stakeholders, seek partnerships and continue to work closely with ISPO, WHO, UN bodies and donor agencies to promote disability inclusive development and availability of assistive technology throughout the world.

- Exceed acknowledges that we cannot work in isolation, but must modify the environment in which we operate to make it more conducive for the services we provide.
- Exceed will publish and promote its successes and lessons learned by scholarly articles, web publications, social media and conferences.
- Exceed will monitor changes and developments at all times - working with partners who benefit persons with disabilities and challenging negative views and assumptions of disability.
- Exceed will utilise its website and social media platforms as a means of enlightening, educating, raising awareness and influencing debate. Exceed will ensure that all digital platforms remain relevant and up to date at all times.
- Exceed will work closely with ISPO, WHO, UN bodies and donor agencies to promote disability and inclusive development and also the increased availability of assistive technology throughout the world.
- Exceed will seek partnerships for mutual benefit.



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