

EDUCATING NATIONALLY. ADVOCATING LOCALLY.



THREE-YEAR STRATEGIC PLAN

FOR



**Peggy Lillis
Foundation**
C. diff Education and Advocacy

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THREE-YEAR STRATEGIC PLAN

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EXECUTIVE SUMMARY

This strategic plan, directed at enabling PLF to fulfill its mission is based upon a detailed list of Goals, Objectives and Strategies developed by the PLF core group under the guidance of the NESc team.

Four major Goals were established:

1. Educate a nationwide audience about the prevalence, risk factors, symptoms and available treatments for *C. diff*
2. Empower those harmed by *C. diff* to become advocates on behalf of themselves and others
3. Advocate for and/or promote legislation at the local and state levels to increase the availability of transparent *C. diff* data for long-term care facilities and other non-hospital healthcare facilities
4. Build Organizational capacity to fulfill its mission

A recurrent theme in all the Goals and Objectives is **communication**. This plan also includes a Strategic Communications Plan (SCP) outlining the steps that will enable PLF to achieve its Goals and Objectives more effectively.

Timing

As a practical matter, these strategies cannot be implemented simultaneously. Priorities must be established by PLF to best utilize limited resources, both monetary and human.

NESC recommends that the following time phasing be considered by PLF to achieve its Goals:

Short-Term Objectives

- Revise and launch a new website
- Fashion an interactive map of the US that allows visitors to click on each state and find local statistics for *C. diff* in the framework for reporting, and a list of local physicians and health services with *C. diff* expertise based on predetermined recognized criteria
- Develop PLF web-based content that supports the *C. diff* community
- Create *C. diff* empowerment campaign
- Integrate external communications
- Expand use of social media
- Raise sufficient funds to enable PLF to hire an Executive Director and additional paid staff

- Establish a founding Board of Directors

Medium-Term Objectives

- Develop and execute awareness programs and campaigns to facilitate education and increase knowledge of *C. diff* among the general public
- Increase participation in group action and open-dialogue projects
- Incorporate as a 501(c)(3)
- Exhibit PLF material on *C. diff* at health fairs

Long-Term Objectives

- Create a basic structure for forming, introducing, lobbying, advancing and winning a model bill on *C. diff* reporting
- Engage immune-suppressed populations
- Target key audiences for communication
- Gain legislative support for establishing non-hospital-mandated *C. diff* reporting to local and state level regulatory bodies
- Create an endowment

BACKGROUND

The Peggy Lillis Foundation (PLF) was founded in 2010 by the family of Peggy Lillis following her death from a *clostridium difficile* infection (*C. diff*) to raise awareness of the disease and advocate for those harmed by it. Prior to acquiring *C. diff*, Peggy was a healthy 56-year-old kindergarten teacher; she is the inspiration for PLF's programs and activities. *C. diff* is a bacterium that can cause symptoms ranging from diarrhea to life-threatening inflammation of the colon. It commonly affects older adults in healthcare facilities and typically occurs after use of antibiotic medications. PLF is the leading national organization dedicated to combating *C. diff*. Despite being highly preventable and treatable, *C. diff* infections are responsible for the deaths of 30,000 Americans every year and sicken an additional 500,000 persons. These numbers are rising and *C. diff* infections are an urgent risk to the health of Americans.

PLF is governed and operated by its volunteer National Advisory Council. Administrative support is provided by FJC's fiscal sponsorship program, including financial oversight and the pass-through of deductible contributions from PLF donors.

The intense personal connection of the Lillis family to the Foundation is a compelling and emotive story that can be leveraged to build organization capacity.

PLF, having achieved modest growth, recognition from *C. diff* sufferers and encouragement from the medical community, wished to create a three-year strategic plan to expand and grow the effectiveness of its efforts and increase its impact. National Executive Service Corps (NESC) was engaged to help the Foundation through the process. This plan is the result of that joint effort.

VISION/MISSION

Working with the NESC team, the PLF core group has clarified and articulated its Vision and Mission. This Strategic Plan is directed to fulfilling these aims.

Vision: *A world where C. diff is rare, treatable and survivable.*

Mission: *PLF is building a nationwide C. diff awareness movement by educating the public, empowering advocates and shaping policy.*

METHODOLOGY

The NESC team conducted in-depth interviews with 15 stakeholders, including members of PLF's National Advisory Council, *C. diff* survivors and leaders in medical research, public health, patient safety, healthcare associated infections, and advocacy across the country.

Based on these interviews and extensive outside reading, the team familiarized itself with the science, the processes, the financial and social issues of the "market," of which PLF is a part. This plan is based on the analysis, discussion and evaluation of the collected information.

The list of people interviewed is included as Appendix B.

SWOT ANALYSIS

SWOT analysis is a strategic planning method used to evaluate the **S**trengths, **W**eaknesses/Limitations, **O**pportunities and **T**hreats in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

STRENGTHS	WEAKNESSES	I N T E R N A L
<ul style="list-style-type: none"> • Professional and civic experience and passion of Christian John Lillis • Access to and support from leaders in the field • Increasing significance of issue in public health field • Providing valuable info and support to those with <i>C. diff</i> 	<ul style="list-style-type: none"> • No full-time staff • No Board for fundraising or organizational support • Limited fundraising • No 501(c)(3) • Weak website • Alternative practitioners vs. medical community 	
OPPORTUNITIES	THREATS	E X T E R N A L
<ul style="list-style-type: none"> • Effect a real impact on a serious health problem • Expand beyond <i>C. diff</i> to include other HAIs • Offer a place for <i>C. diff</i> sufferers to share support and health strategies • Grow and diversify funding base • Alliances/coalitions with similar groups • <i>C. diff</i> rates are increasing • Expand Advisory Council into Board 	<ul style="list-style-type: none"> • Lack of financial support • Unclear fit in big picture of <i>C. diff</i> problem • Competition from other/new organizations with similar focus • Medical breakthrough • Nature of <i>C. diff</i> symptoms, treatments and outcomes • Barriers to generating support 	

GOAL 1: EDUCATE A NATIONWIDE AUDIENCE ABOUT THE PREVALENCE, RISK FACTORS, SYMPTOMS AND AVAILABLE TREATMENTS FOR *C. DIFF*.

Background

Health education benefits individuals, the healthcare community and the community at large. There is an extensive body of literature demonstrating that a lack of knowledge about physical health, healthcare, risks, prevention and treatments, leaves people vulnerable to unnecessary and unwanted medical complications. These complications are costly – both emotionally and financially – and can, in the worst scenario, lead to death.

C. diff most often arises during other medical treatment (primarily antibiotic use), is often confused with other diagnoses and prevention has not been prioritized by the healthcare system. Educating a nationwide audience about the prevalence, risk factors, symptoms and available treatments will help to reduce the personal and economic burdens of *C. diff* in the community. There is also evidence that individuals who have a strong understanding of their illness express more sense of control and more comfort in interacting with healthcare providers.

Much of the health education literature talks about the value of health education in preventing significant illness. Reaching those at risk for *C. diff* or those who are dealing with it can have an impact on reducing the seriousness of an extended or more acute illness.

Short-Term Objective

Objective: Revise and launch a new PLF website.

A new website with high-quality, timely content and state-of-the-art navigation tools is the highest priority in PLF's Education Goal.

The most recent Pew report on Internet usage documents that 85% of US adults use the Internet (May 2013 survey), 91% of US adults own a cell phone and 56% of US adults own a Smartphone. In addition, 72% of Internet users say they looked online for health information in the past year (September 2012 survey), with most beginning with a search engine such as Google or Yahoo. The most commonly researched topics are specific diseases or conditions, treatments or procedures, and doctors or other healthcare professionals. Half of online health information is on behalf of someone else, information access by proxy.

These data support this objective as **short-term** and highlight the significance of search engine optimization, extensive social media presence to drive traffic to the website, and high-quality information and tools to help the public understand and manage *C. diff*.

Strategy:

Engage external consultancy to develop a multi-faceted website that supports the overall goals of the strategic plan.

Medium- and Long-Term Objectives

Objective: Develop and execute awareness programs and campaigns to facilitate education and increase knowledge of C. diff among the general public.

The use of public service announcements, traditional news media, consumer education, educational materials such as a toolkit, development of partnerships and the implementation of an advocates council are all tested strategies that will support and extend PLF's educational objective. Breast cancer programs are an example of the successful use of these strategies to increase awareness and education and could be used as models for development of PLF programs for *C. diff*.

The definition of health education rests on utilization of a wide variety of interventions to extend knowledge. Health education also benefits from repetition and complementary messages delivered through different formats and by experts and informed consumers. This objective includes strategies that are **medium- and long-term** as they develop from a successful website and social media presence that will extend PLF's network of consumers, advocates and professionals.

Strategies:

1. Distribute updated PSA to television, radio, outdoor advertising and healthcare facilities
2. Establish a formal group bureau of trained *C. diff* advocates who can powerfully articulate their stories in a variety of venues and media
3. Use traditional news media to create awareness of PLF and the *C. diff* epidemic
4. Strengthen partnerships with like-minded physicians, activists and organizations
5. Execute phased consumer education programs over three-year period
6. Develop core education toolkits for general public and later for targeted groups

GOAL 2: EMPOWER THOSE HARMED BY *C. DIFF* TO BECOME ADVOCATES ON BEHALF OF THEMSELVES AND OTHERS.

Background

This Goal -- with **short-term, medium-term and long-term objectives** -- focuses on advocacy skills for individuals that include 1) helping people take responsibility for their medical care, understanding *C. diff*, and making decisions about *C. diff*, and 2) enlisting people in group action that will have an impact on the public sector and healthcare community.

PLF recognizes that to achieve its mission, it must educate and empower the greater community, especially those affected by *C. diff*. It is a priority for PLF to grow its following of supporters working at the grassroots level to support PLF's mission.

To gain their support and create an engaged and active community, PLF will provide access to knowledge and connection to likeminded people, the primary tools of empowerment. This process of empowerment lets people access power and authority, and, collectively, gives them influence to change institutions. In recent years, this process has been enhanced and accelerated by the widespread adoption of electronic communications, such as email and online petitions.

Short-Term Objective

Objective: Develop PLF web-based content that supports the *C. diff* community.

This objective is **short-term** and tied to the development of a high-quality website. It uses educational materials in an online toolkit that will provide resources to PLF web visitors for their own empowerment and to engage them in broader action. It addresses the lack of awareness by the general public and provides easily accessible information.

Strategies:

1. Create an online toolkit composed of various support tools and resources that help to foster a sense of community and grassroots activism about *C. diff*, as well as providing opportunities to shape policy
2. Create and put in place a publicly accessible database of *C. diff* medical specialists and healthcare centers based on predetermined, recognized criteria

Medium-Term Objectives

Objective: Fashion an online interactive map of the US that allows visitors to click on each state and find local statistics for *C. diff* in the reporting framework, and local physicians and health centers with *C. diff* expertise based on predetermined recognized criteria.

This **medium-term objective** supports the Goal of empowerment by providing useful education at the local level for both treatment decision making and advocacy.

Strategy:

Enlist intern or volunteer research support to reduce cost

Objective: Increase participation in group action and open-dialogue projects.

This objective, **medium-term**, will flow naturally as a network of interested individuals is developed by visits to the website and participation in the national education program described in the Education Goal. For example, as the advocates council develops, those attending educational programs offered by the expert speakers will be engaged to “tell their stories” and reach out to others. As more opportunities are provided for individuals to learn and participate, awareness of *C. diff* will increase. Traditional strategies and social media will both contribute to fulfilling this objective.

Strategies:

1. Host survivor and sufferer roundtables, both online and in-person
2. Maximize use of website for sharing stories; conduct one “real world” convening of roundtable, capturing content on video to edit and use in legislative advocacy
3. Create traveling PLF support groups or “meet-ups” and have PLF-sponsored support groups in other states

Objective: Exhibit PLF material on C. diff at health fairs.

This **medium-term objective** is based on the creation of a network of informed volunteers who will donate time and resources to extend education about *C. diff*.

Strategy:

Identify volunteers in states able to donate time and resources, including tabling at events, possibly as part of advocates council

Long-Term Objectives

Objective: Engage immune-suppressed populations.

This is a **long-term objective** that will develop as PLF develops its own network on advocates. Establishing partnerships presents the potential to expand the network of PLF advocates.

Strategies:

1. Conduct a nationwide outreach to like-minded organizations that work with immune-suppressed populations for possible partnership
2. Conduct one real-world convening, possibly through an ally organization’s convention or conference, and capture content on video for use in coalition building and legislative advocacy

Objective: Create *C. diff* empowerment campaign.

This is a **long-term objective** that will follow the development of national education programs that create a level of awareness on *C. diff* that will allow for the next step of a campaign that will engage local merchants and associations. It uses both traditional strategies and social media to create support and action.

Strategies:

1. Have a "*C. diff* Day," with an action step showing your support (e.g., wear a ribbon or jeans)
2. Engage with local merchants and associations to promote PLF literature

GOAL 3: ADVOCATE FOR AND/OR PROMOTE LEGISLATION AT THE LOCAL AND STATE LEVELS TO INCREASE THE AVAILABILITY OF TRANSPARENT C. DIFF DATA FOR LONG-TERM CARE FACILITIES AND OTHER NON-HOSPITAL HEALTHCARE FACILITIES.

Background

This Goal focuses on advocacy to promote systemic change, a crucial part of PLF's mission as education of individuals needs to be linked with changes in the larger environment. Starting at the state or local level allows PLF to engage advocates and regulatory and legislative professionals in a step-by-step plan. The objectives included in this Goal are **medium- and long-term**.

Medium-Term Objective

Objective: Gain legislative support for establishing non-hospital-mandated C. diff reporting to local and state level regulatory bodies.

This objective, **medium-term**, rests on the knowledge that *C. diff* is a public health problem within and beyond hospitals and that reporting will have an impact on practice in non-hospital facilities. A state-by-state focus allows for development of relationships with key legislators.

Strategies:

1. Become active in the legislative process developing alliances and building support to mount legislative action
2. Engage existing state-level structures, such as quality improvement (QI) and healthcare associated infection (HAI) commissions, to raise *C. diff*. awareness and promote prevention and reduction efforts through advocacy and policy

Long-Term Objective

Objective: Create a basic structure for forming, introducing, lobbying, advancing and winning a model bill on C. diff reporting.

This **long-term objective** will develop a template for successful legislative action that allows for grassroots lobbying in multiple states.

Strategy:

Combine deft, direct lobbying and compelling message-driven grassroots lobbying to maximize pressure for passage of the bill

GOAL 4: BUILD ORGANIZATIONAL CAPACITY TO FULFILL ITS MISSION

Background

PLF has accomplished much as an all-volunteer organization. Its leadership wants to significantly increase its impact on public education about and advocacy for those who are impacted by *C. diff*. To this end, increased organizational capacity is critical.

Capacity building is whatever is needed to bring a nonprofit to the next level of operational, programmatic, financial or organizational maturity in order to fulfill its mission more effectively and efficiently.

PLF has drawn upon the volunteer skills of very capable individuals who have been inspired by its leadership to share their expertise in this area of knowledge. This structure has worked well to bring the organization to its current stage.

To propel the organization forward, paid staff is needed to exponentially increase its capacity to successfully fulfill its mission. The paid staff can, in the future, continue to benefit from the expertise and commitments of existing volunteers and new volunteer resources.

Building financial capacity is challenging in these times. According to *The Annual Report on Philanthropy for the Year 2013*, total giving has declined 8.2% from peak 2007 levels. Total giving to charitable organizations was \$316.23 billion in 2012 (about 2% of GDP). This is an increase of 3.5% from 2011. They have been rebounding slowly and, if current trends continue, will be back to those levels by 2018. There is, however, continuing growth in the number of charities competing for this pool of support.

A three-year budget has been created to identify the financial resources needed to fulfill the key elements of this strategic plan (see Appendix C-1). This budget will be an important tool to help identify, allocate and monitor the needed resources to fulfill its mission.

The funding of this budget will enable the organization to hire its first full-time employee, Christian John Lillis, as the Executive Director. His deeply personal connection to *C. diff*, his background in fundraising and nonprofit management and previous Board experience make him an ideal leader for this position.

Three main objectives have been identified to build organizational capacity:

Short-Term Objectives

Objective: Raise sufficient funds to enable PLF to hire an Executive Director in the fall of 2014 and additional staff in 2015.

Based on an initial budget draft for 2014-2016, it is anticipated that \$200,000, \$350,000 and \$500,000 will be needed in each respective year. It is anticipated that the two largest organizational expenses in 2014 will be the development and implementation of a new website and the hiring of the Executive Director. Commitments for 2014 will need to be in place before either of these can occur. It is also the desire of PLF to have commitments of needed financial support for 2015 before the Executive Director starts work in late 2014.

Strategies:

1. Refine the PLF three-year projected budget
2. Create a three-year fundraising plan to support the projected budget
3. Grow and diversify PLF funding base

Objective: Establish a founding Board of Directors.

The establishment of a Board of Directors is critical to the desired and anticipated growth of the Foundation. The role of the new Board will evolve over time, reflecting the needs and capabilities of the organization.

In determining what the new Board membership will look like, it would be helpful to identify the desired roles of the Board as it actively raises money and governs the organization while continuing to be involved in planning and policy.

This Board will likely draw some of its members from the existing National Advisory Council.

The role of the National Advisory Council will also evolve to support organizational growth. Additional medical and healthcare experts and business people could be invited to join the Council to lend their expertise and credibility to the work of PLF.

Strategies:

1. Continue to build relationships and engage leaders in healthcare, public health and financial services
2. Identify wealthy individuals who have a connection to *C. diff* and a passion for PLF mission
3. Redefine role and desired membership for National Advisory Council to include medical and public health knowledge as well as network access

Medium-Term Objective

Objective: Incorporate as stand-alone 501(c)(3).

The creation of a 501(c)(3) will enhance the credibility of the Foundation. Some funders prefer to support a stand-alone organization that can endure and evolve as it adapts to an ever-changing environment.

STRATEGIC COMMUNICATIONS PLAN

Background

The Peggy Lillis Foundation's vision is a "World where *C. diff* is a rare, treatable and survivable disease." To that end PLF has adopted a mission to ". . . build a nationwide *C. diff* awareness movement by educating the public, empowering advocates and shaping policy."

To achieve its mission, it is crucial for PLF to develop and put in place a Strategic Communications Plan (SCP). An SCP can have many goals and objectives depending upon the needs of the organization at a specific time.

Initial Efforts

To gain the attention and interest of these organizations at the forefront of the *C. diff* issue, it is important that PLF quickly develop strategies for digital media, social media and, possibly, a more "traditional" media relations strategy.

Given the resources presently available to PLF, consideration should be given to creating a grassroots communications effort. This would provide a quick start before a more robust SCM can be developed. To that end PLF could:

- Undertake the effort to create a first-rate website with relevant information and a solid call to action (see Goal #2)
- Develop a method for drafting and publishing relevant and up-to-date information in a timely manner
- Assure all PLF external communication materials are integrated and dissemination coordinated
- Begin using social media to create a greater awareness of the PLF organization and its mission. Social media has become an integral part of media-savvy grassroots organizations.

Recently [Arc 3 Communications](#) identified the top 10 most social media-savvy grassroots organizations in America. These organizations have increased memberships, driven legislative action and made an impact in areas dominated by more powerful organizations. According to Arc 3 Communications, ". . . *innovation in social media by grassroots groups will drive up their membership and result in legislative and policy victories. A grassroots organization's effectiveness will depend on their creative use of social media to mobilize and educate their members and the media.*"

In addition, an inventory of all current communications should be made to ensure that all communication is relevant and reflects the PLF mission and vision. All areas of communication and related material should be compiled and inventoried.

Also, look at what similar organizations are doing by checking out their websites or other traditional communication efforts to try and determine what's working and what's not.

Additional Communications Strategy Efforts

Almost concurrently, an additional effort to develop targeted audiences who would be most receptive to the PLF message should be started. Development of a target audience should be done in conjunction with other strategic efforts such as fundraising. Next, PLF should determine the best media by which to connect with that particular audience.

Below are four tips for targeting key audiences:¹

1. Carefully consider which segments of the target audiences are most connected to the nonprofit organization's mission and values; avoid attempting to reach the general public.
2. Establish priorities among the audiences, from researching and defining each key target audience separately.
3. Cluster audiences into groups according to their values, connection to the organization and what desired action is needed from them.
4. Be sure to note that there are many organizations competing for the attention of audiences. By understanding key audiences and knowing what is important to them, the organization can maintain a stronger connection with its audience.
5. Use conflict constructively for the organization's benefit, such as heightening PLF value proposition for key audiences and elevating attention to *C. diff.* and PLF leadership by media and policy-makers.

Then PLF should ask the following questions about each audience target:

- Where does this group already talk or engage online?
- Which tools are most appropriate to the kind of message or content?
- What kind of engagement is required to match the objectives?

As a suggestion, PLF might consider using a matrix such as the one below to begin to identify and categorize its target audience.

Audience	Face-to-Face	Website	Social Media	Email	Phone	Video	Audio

A Strategic Communications Planning effort will help PLF in other ways. First, it will help to create a set of effective communication messages that can be integrated with awareness and

¹ Patterson and Radtke. "Strategic Communications for Nonprofit Organizations." Wiley: New Jersey, 2009. 73

fundraising efforts. Next, a coordinated effort will help to hone and focus PLF's message. Finally, an SCP will help to demonstrate PLF's understanding and credibility about the *C. diff* issues.

PLAN MONITORING AND FOLLOW-UP

As a result of this study, PLF should consider developing detailed plans for implementation of those Goals it selects for action.

As a practical matter, these strategies cannot be implemented simultaneously. Priorities must be established by PLF to best utilize limited resources, both monetary and human.

In addition, to ensure the Goals and Objectives outlined in the plan are successfully accomplished, it is suggested that PLF establish Action Plans for each Goal. Action Plans lay out the steps necessary to achieve success. Also, Action Plans should require that each Goal be assigned to a member of the PLF team, who will track progress and measure results.

A natural outgrowth of having plans of action is the ability to monitor progress on a regular basis. Regular review of project status permits all concerned to make adjustments to the plan that may be required on a timely basis.

Appendix A provides a preliminary time line for the actions suggested in this plan.

APPENDICES

Appendix A Preliminary Time Line

Appendix B List of Interviewees

Appendix C-1 Three-Year Budget

Appendix C-2 Budget Discussion

PRELIMINARY TIME LINE CHART - PLF STRATEGIC PLAN

	2014	2015	2016	Beyond
Goal 1 - Education				
Revise and launch improved website	-----			
Develop and execute awareness programs		-----		
Goal 2 - Empowerment				
Develop web-based content to support C.diff community	-----			
Create and post Interactive map		-----		
Increase participation in group action/open dialogue		-----		
Exhibit at health fairs		-----		
Engage immune suppressed population			-----	
Create C.diff empowerment campaign			-----	
Goal 3 -Advocacy				
Gain legislative support	-----			
Create a modelbill for C.diff reporting		-----		
Goal 4 - Build Organizational Capacity				
Raise funds	-----			
Hire ED	-----			
Hire staff		-----		
Establish founding board	-----			
Incorporate as 501c3		-----		
Create endowment			-----	
Communications Plan				
Revise and launch improved website - (see Education)	-----			
Integrate external communicaitons	-----			
Develop use of Social Media		-----		
Target key audiances				
Create and monitor plans for implementation	-----			

LIST OF PEOPLE INTERVIEWED BY NESC TEAM

Category	First Name	Last	Title	Organization	Association
Core Team	Christian John	Lillis	Executive Director	PLF	Co-Founder, Peggy's Son.
Core Team	Vicki	Amari	NAC Member	Public Relations Executive	NAC Member; PR Guru.
Core Team	Alicia	Skovera	NAC Member	Fresh Air Fund	NAC Member; Program Development Guru.
Core Team	Liam	Lillis	Co-Founder	PLF	Co-Founder, Peggy's Son.
Core Team	Helen	Beigel	NAC Member	North Shore LIJ	NAC Member; Nurse; Peggy's Sister.
Core Team	Hans	Johson	Consultant	Progressive Victory	PLF Consultant on messaging and fundraising.
Medical/Public Health	Denice	Hilty		Private Practice	NAC Member; Integrative Medicine practitioner who treats <i>C. diff</i> without antibiotics.
Medical/Public Health	Moshe	Rubin	NAC Member	New York Hospital-Queens	NAC Member; Gastroenterologist; currently running Merck trial at NYHQ.
Medical/Public Health	Cliff	McDonald	Chief, Prevention and Response	Centers for Disease Control	HAI expert at CDC.
Medical/Public Health	Julie	Reagan	Founder	Hospital-Acquired Infection Focus	NAC Member; HAI expert.
Medical/Public Health	Rosemary	Gibson	Author	The Treatment Trap, The Wall of Silence	Former Robert Wood Johnson staff member -- acclaimed author and speaker on medical errors and HAIs.
Medical/Public Health	Martin	Blaser	Chief of Medicine/ Microbiology	NYU Langone Medical Center	Antibiotic overuse expert; microbiologist. Lifetime Achievement Award honoree at FIGHT <i>C. DIFF</i> 2012.
Patient Advocate	Lisa	McGiffert	Director, Safe-Patient Project	Consumers Union	Long-time advocate for patient safety and rights.
Patient Advocate	Patty	Skolnik	Founder	Citizens for Patient Safety	Long-time advocate for patient safety and rights.
<i>C. diff</i> Survivor	Chris	O'Neal	Author	Clostridium difficile: A Patient's Guide	<i>C. diff</i> survivor who wrote " <i>C. diff</i> : A Patient's Guide," for which Christian and Liam wrote the foreword. Wife also had <i>C. diff</i> post-partum.

**PEGGY LILLIS FOUNDATION
Three-Year Budget**

	2014	2015	2016
Revenue			
Foundation Grants	\$25,000	\$60,000	\$100,000
Corporate Grants (non-Gala)	\$50,000	\$125,000	\$150,000
Special Events (Gala)	\$100,000	\$125,000	\$175,000
Membership-Small Gifts	\$7,500	\$7,500	\$10,000
Individual Gifts (non-Gala)	\$10,000	\$15,000	\$20,000
Earned Income	\$2,500	\$5,000	\$10,000
Total Revenue	\$200,000	\$337,500	\$465,000
Personnel			
Executive Director		\$85,000	\$90,000
Program Director			\$85,000
Development Manager		\$60,000	\$60,000
Benefits		\$29,000	\$47,000
Programs			
Public Education (Non-Web)			
Print materials and Web Content	\$2,500	\$5,000	\$5,000
Speakers Bureau	\$10,000	\$15,000	\$20,000
Educational Videos	\$5,000	\$10,000	\$10,000
Patient Support/Doctor Database	\$5,000	\$2,500	\$2,500
Advocacy (Campaign development/advice)	\$25,000	\$50,000	\$50,000
Capacity Building			
Website Development	\$75,000		
Start-up costs (incorporation, legal advice, bylaws)	\$2,500	\$5,000	
Operations			
Website Maintenance	\$10,000	\$25,000	\$25,000
Travel	\$5,000	\$6,000	\$7,500
Telephone/Internet	\$1,000	\$6,000	\$6,000
Utilities			
Office supplies	\$350	\$350	\$400
Rent		\$10,000	\$15,000
Equipment			
Fundraising	\$30,000	\$40,000	\$50,000
Total Expenses	\$171,350	\$348,850	\$473,400
Net Income	\$28,650	-\$11,350	-\$8,400

BUDGET DISCUSSION

Revenue:

A preliminary three-year budget was jointly created by PLF and NESC. During these discussions, certain assumptions were made regarding the expected revenue streams and expenses.

PLF has identified pharmaceutical companies and clinical trials underway that are seeking to create drugs to mitigate and/or cure *C. diff*. It is likely that some of these organizations, which share common goals with PLF, will make grants to support their work. These grants may be for specific programs such as building out the PLF website or for general-awareness building relating to *C. diff*.

In addition to pursuing grants, PLF will re-envision its Gala to significantly increase the revenue potential from this annual signature event. The Gala brings together a wide range of individuals and further inspires them to be committed to radically reducing the incidence of *C. diff*.

Expenses:

The projected expense items are reflective of the stated goals and planned strategies reviewed within this plan.

Staff will start to phase in late 2014 and continue to build modestly through 2016. The initial primary focus will be on creating a new website. Educational programs will begin as will the development of an advocacy program.

It is planned that many of the initial organizational and administrative needs will be provided *pro bono* or at significantly reduced costs. PLF is dedicated to channeling as much of the revenue stream as possible directly to achieving its mission.