

W(h)ither FEN Strategic Plan 2021 Phase 1A

UPDATE ON PHASE 1.



Overview of Presentation

- **Review Phase 1 approval**
- **Key Learnings during Phase 2 development**
- **Recommendations for 2021-2024**

Objectives Received from Board

Increase FEN's mission as a credible right-to-die resource more acceptable in all social and institutional settings.

- a) Gaining new members, volunteers, and donors**
- b) Being invited to participate in their conferences, newsletters, other communications**

Objectives Received from Board

Consolidate a dynamic, sustainable organizational structure and create a more consistent and open culture, both within and outside of FEN, enabling it to be a more significant force in the right-to-die movement in the United States.

- a) Volunteers & members acknowledge to media and friends that they are part of FEN
- b) Clients willing to leave equipment
- c) Volunteers & staff being asked to participate in media opportunities

Objectives Received from Board

Become accepted as a credible, effective right-to-die resource in U.S. research and legal communities.

- a) Acceptance of published papers (including refereed journals)**
- b) Legal actions taken**
- c) Invited to participate in conferences or media events**

Guiding Perspective Developing Plan

“Most people overestimate what they can achieve in a year, and underestimate what they can achieve in ten years.

Attributed to Amara, Gates, Drucker et al.

Phase 1: Board Approved

Phase 1: The board voted that it wanted a plan to give FEN:

- **Higher national visibility**
- **Higher impact** meaning it wanted to inform more people who would choose FEN services if they knew FEN existed
- **Managed, focused, professional organization, results oriented and efficient**
- **Offering unique value propositions**

But Higher Visibility Brings Higher Risks

Risks stem from –

- More scrutiny from opponents
- More top of mind to investigators

Risk could be reduced by a Risk Reduction Strategy

- Less guide involvement;
But FEN = Exit Guides
- Do it yourself methods, e.g., nitrite;
But simple methods -> abuse and blame

Key Insights During Strategy Development

- **Most FEN stakeholders strongly support guide program.**
- **Many stakeholders measure FEN's success in personal satisfaction, not total number clients served.**
- **High impact will require change and increased cost.**
- **FEN's story sells itself: Use Testimonials.**
- **New methods could enable greater client service.**
- **FEN is an EOL support enterprise, not legislative.**

Partnerships: End-of-Life Eco-System



FEN'S UNIQUE VALUE PROPOSITION

Practical self-deliverance

- 1) Clients: EOL disaster-relief
- 2) Members: "Good Death" insurance
- 3) Donors: Easy altruism

FEN'S GOALS

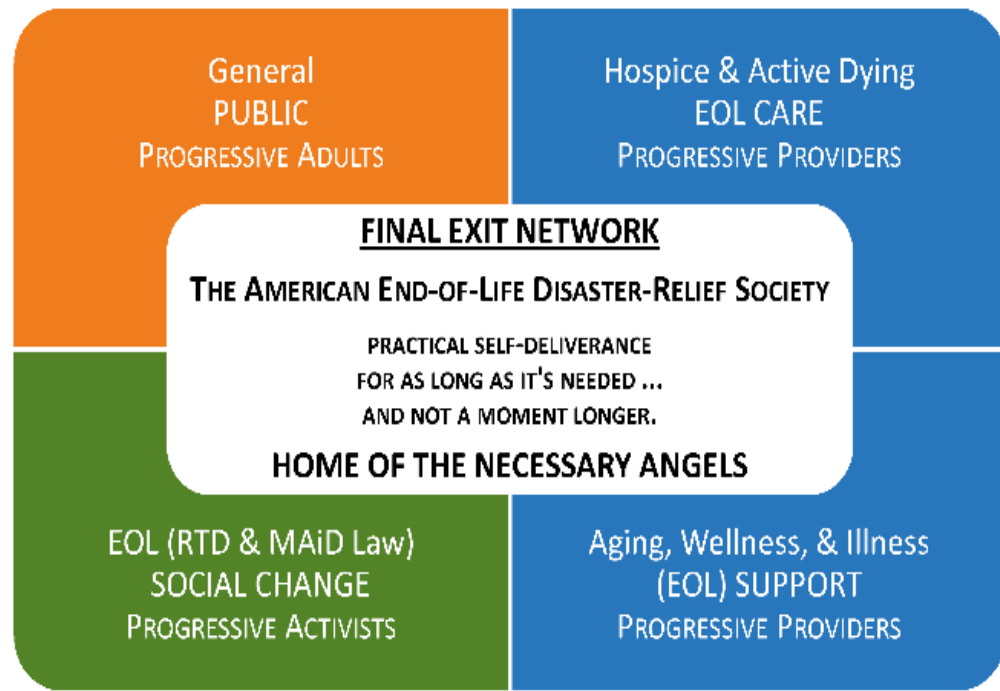
- 1) Service to All in Need
- 2) Affiliation / Membership
- 3) Donations / Bequests
- 4) Testimonials
- 5) Volunteer Engagement

FEN'S UNIQUE VALUE PROPOSITION

"Radical bleeding edge" of change

FEN'S GOALS

- 1) Tacit support
- 2) Positive Publicity
- 3) Referrals (Client/Member/Donor)
- 4) Endorsement / Partnership



FEN'S UNIQUE VALUE PROPOSITION

Willing & able to "go the next step" if needed

- 1) Clients: Better EOL care
- 2) Organizations: Better mission performance
- 3) Professionals: Greater job satisfaction

FEN'S GOALS (ORGANIZATIONS/PROFESSIONALS)

- 1) Tacit Support
- 2) Positive Publicity
- 3) Referrals (Client)
- 4) Endorsement / Partnership

FEN'S UNIQUE VALUE PROPOSITION

Willing & able to "go the next step" if needed

- 1) Clients: Better EOL planning
- 2) Organizations: Better mission performance
- 3) Professionals: Greater job satisfaction

FEN'S GOALS (ORGANIZATIONS/PROFESSIONALS)

- 1) Tacit Support
- 2) Positive Publicity
- 3) Referrals (Client/Member/Donor)
- 4) Endorsement / Partnership

Phase 2 as Originally Conceived

- **Time horizon of 3-years**
- **Implications 10-year outcomes**
- **Infrastructure development**
- **Comprehensive Communications Strategy**

Goals for FEN 2024

- **Strong, comprehensive communications**
- **Clearly defined risk tolerance**
- **Strong organization governance and leadership**
- **Sound financial profile**
- **Strong infrastructure**
- **Clear organization values**

A Comprehensive Communications Strategy

- **Comprehensive Communications Strategy includes all media for order-of-magnitude (10^x) change:**
 - **Digital, e.g., Facebook, Twitter, other apps**
 - **Print**
 - **Television, e.g., 60 Minutes, PBS**
- **Help shift society thinking on hastened death**
- **Designing and implementing this strategy is beyond FEN's current capability**

It's Déjà Vu All Over Again (Yogi B.) – So, What's New?

- **Growing to become better known has been a goal before. Didn't happen.**

Differences now:

- **Social Media**
- **Initiatives (Partnerships, SADD, Surrogate)**
- **Increased EOL acceptance by public**
- **Willingness to add consultants and staff**

Strong Comprehensive Communications

- Requires more than partnerships and other new initiatives
- Need media with high multipliers
- FEN has been improving outreach,
 - Website update
 - Newsletter -> Magazine
 - Facebook restructuring
 - Conferences
- Likely we have approached the limit of what can be accomplished using only existing staff and volunteers.

Additional Goals for 2024

- **Research**
 - **Trials with sodium nitrite determine efficacy and safety**
 - **New method based on CO ready for trials**
- **Guides**
 - **Determine limits of using Zoom**
 - **Discuss post-exit options with clients**
 - **Encourage revealing hastened death in obituary**
- **Comprehensive communications strategy implemented**
- **Fundraising program implemented**

Summary of Programs Recommended 2021-24

Ongoing

- **Guide program**
- **Research**
 - Efficacy Nitrite
 - New Method using CO
- **Communications**
 - Website
 - Magazine
 - Speakers Bureau

Relatively New

- **Infrastructure**
 - Financial profile
 - Database
 - Information security
- **Partnerships**
- **Surrogate and SADD**
- **Communications strategy (if approved)**
- **Risk Tolerance; Values**

Reasons Strategic Plan Group will Pause

- FEN needs to define Risk Tolerance
 - Issues are complex and beyond scope of strategic plan
- Increased visibility will increase impact, i.e., people helped
- Increased visibility will increase risk potentially manifested as:
 - Criticism, hate mail, violence
 - Guides interrogated, computers confiscated, houses searched
 - Legal challenges of board and organization
- Options clearer after FEN has a communications plan
- *I ask you to judge me by the enemies I have made.
(Franklin D. Roosevelt)*

Motion for Board Vote

The Strategic Planning Committee* requests the following Motion be approved:

The Board of Final Exit Network hereby approves retention of a consultant to provide

- **a one-time assessment of FEN's current strategic communications and fundraising needs, and**
- **recommendations for FEN's possible communications / fundraising paths forward, including the possible ongoing engagement of communications / fundraising consultant(s).**

The SPC will bring a description of the consultant's tasks and estimated cost to the Board before initiating a contract.

NOTE: The consultant's output may result in budget items for FY2021-2022.

***Members of the Strategic Planning Committee are Ron Liesemer (Chair), Adam Rose, Nina Powell, and Mary Ewert. Brian Ruder served as an advisor.**