

**DIABETES
CANADA**



DIABETES ADVOCACY:

Advocate Training Manual



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ADVOCACY ESSENTIALS

What is advocacy?

Advocacy is a process used to increase awareness and to influence and effect positive change. These changes could be in attitude, policies and practices of government, business and the general public perception. Advocates often seek specific changes in public policy, legislation and resource allocation.

For Diabetes Canada, this means influencing elected officials, policy makers, public figures and the general public to support policies, programs and funding that will help achieve advocacy priorities. Examples of these priorities would be to:

1. Ensure that people who live with diabetes are treated with dignity and respect.
2. Advocate for equitable access to high quality diabetes care and supports.
3. Enhance the health and quality of life for people who live with diabetes and their caregivers.

Advocacy is not just speaking and writing to politicians. Advocacy also includes building relationships with opinion leaders — well-known journalists, doctors, lifestyle trend-setters, and community leaders — as well as with the general public. A good advocacy group and/or advocate builds a broad base of support and brings their issue to the attention of influential people, who in turn talk about it and work for action.



What do Diabetes Canada advocates do?

Our advocates are at the heart of our organization and our advocacy efforts. They represent the voice of the millions of Canadians living with diabetes and speak for those who cannot speak up for themselves. Our national network of volunteer advocates helps to:

- raise awareness about the seriousness of diabetes and its impact on individuals, our healthcare system and the economy;
- promote the Diabetes Charter for Canada; heighten awareness of the need for equitable access to diabetes medications, supplies, devices and services;
- increase understanding of the burden of living with diabetes by sharing their “stories” and personal experiences with the media, government officials and the public to influence public policy and advocate for change; and

- promote Diabetes Canada's advocacy priorities and public policy recommendations.

Our advocates are from diverse backgrounds and have varying levels of advocacy experience. Many of our advocates live with diabetes or have close friends or family members living with diabetes. Some are from communities with high rates of diabetes, where they see many of their neighbours struggling to afford the healthy foods and medications needed to manage their disease. Others are healthcare professionals such as doctors, nurses or pharmacists who witness the impact of diabetes and related complications on their patients.

Regardless of the motivation or background, all of our advocates share a passion for advocacy, a belief in their power to make a difference and a commitment to improving the lives of people with diabetes.

What makes an effective advocate?

Anyone can be an advocate, but to be an **effective** advocate requires practice, patience, perseverance and professionalism. Here are a few tips to help you make a real impact when advocating on any issue:

1. **Be prepared.** Know the facts and key points and try to understand the issue from multiple viewpoints (arguments for and against). The more you know, the more comfortable you will feel talking about the issue with anyone, including elected officials and policy makers.
2. **Be clear and concise.** Know how to communicate your message quickly but effectively. A few brief but well thought-out points always have more impact than a long rambling statement. If you have a story to share, boil it down and practice making it clear and compelling.

3. **Reflect confidence.** Do not be intimidated; if the issue is important to you, it is important to many others living with diabetes. Convey your message with confidence and try to avoid sounding unsure or hesitant. If you do not know the answer to a question, say so, and offer to find out; then followup later with the requested information.
4. **Find your own voice.** Know the facts and try to stay "on message," but personalize it. Weave in some personal examples and practice conveying key points in your own words. Share your story or the stories of those around you (e.g. family, friends, community members, patients, etc.) to help illustrate how the issue affects people living with diabetes. *Personal stories that evoke emotion are incredibly effective; people may not always remember the facts, but they will always remember how you made them feel about an issue.*



5. **Be an active listener.** Listen with your eyes and ears. Look for visual cues (body language) to see how receptive the other person is to your message; ask questions and listen for the response; hear not only the words being spoken but also the underlying message being delivered. These actions can help you to find common ground even if the other person does not fully agree with your position on an issue. By becoming a better listener, you can improve your ability to influence and negotiate.
6. **Manage your emotions.** Draw on your passion and motivation to help drive your advocacy work, but do not let anger or frustration about an issue overshadow your message. Be calm and

polite and always use "positive" language. *Effective advocacy is about building relationships*, so keep an open mind and approach all conversations on an issue as an opportunity to raise awareness and educate.

7. **Reach out.** Engage as many people in your advocacy work as possible. Look for opportunities to raise awareness about the issue through networking or social events, face-to-face meetings, emails, phone calls and social media. Talk about what you are advocating for with others in your community. You'll be surprised at how quickly you can build a base of support once you begin reaching out.
8. **Embrace technology.** Social media can greatly enhance your advocacy efforts; embrace it. If you are not yet active on social media, Diabetes Canada can provide training and template posts to help you get started. You are also encouraged to actively participate in Diabetes Canada's online advocacy campaigns to help raise awareness about our advocacy efforts and public policy recommendations.

Above all, remember that advocacy is a process, not a one-time event. One campaign or meeting is usually not enough to influence change, so set realistic expectations and be patient and persistent. Every time you speak out on an issue – in person, by email or phone, through social media, or at community events – you are raising awareness, building support and setting the stage for moving people to action. These are the building-blocks that drive change.

"Above all, remember that advocacy is a process, not a one-time event."



The Message: Speaking with One Voice

To ensure that we speak with one voice across the country, it is important for diabetes advocates to understand where Diabetes Canada stands on the important issues facing Canadians affected by diabetes. Diabetes Canada's advocacy position statements enhance our ability to present a clear, comprehensive and unified message to both government and industry. Be sure to check out our [policy positions](#).

As an advocate you will receive ongoing training (in person and online) to help you understand the issues and Diabetes Canada's current public policy recommendations. You will also be equipped with the tools and resources you need to be able to speak to Diabetes Canada's position.

Although you are encouraged to draw on your own experience and to share your story when advocating on any issue, remember not to confuse your personal interests with Diabetes Canada's broader advocacy objectives. Always bring the conversation back to the issue at hand and focus on the recommendations being put forward by Diabetes Canada on behalf of the diabetes community in your province and/or in Canada. Speaking with one voice enhances the credibility of our advocacy work and increases the likelihood of success.

"The more you know about DC, our advocacy priorities and the political landscape, the more confident you'll feel in your role as a diabetes advocate."



GETTING STARTED

The more you know about Diabetes Canada, our advocacy priorities and the political landscape, the more confident you will feel in your role as a diabetes advocate. Here are a few easy steps to help you get started:

1. **Familiarize yourself with Diabetes Canada.** Explore our website, review the advocacy training tools, and explore additional volunteer opportunities. Get to know your local branch team. Explore additional volunteer opportunities within the Association.
2. **Familiarize yourself with Diabetes Canada's advocacy priorities and policy positions,** and review the [Diabetes Charter for Canada](#).
3. **Learn more about your local community.** Every community is different, so familiarize yourself with the local issues and key influencers. Practice your communication and advocacy skills by becoming active locally: participate in community forums, join your neighbourhood association or volunteer with a local organization.

4. **Identify your elected representative and learn more about them.** Visit your provincial, territorial or federal representatives' websites to learn more about their background, interests and parties' position on key issues. Look for any upcoming community events they may be hosting.
5. **Stay up-to-date.** Follow the news to stay current on the latest national, provincial and local issues.



6. **Get active online.** Follow your elected officials and other community/opinion leaders on social media; "like" or share their posts; comment on posts if the topic is of interest; tweet or post about your new role as a diabetes advocate; and share Diabetes Canada messaging. If you are not yet active on social media, Diabetes Canada can provide training and sample posts/tweets to help you get started.
7. **Start building relationships.** After participating in Diabetes Canada advocate



training, take the plunge and ask for a quick meeting with your elected representative in their constituency office. Use this first meeting as an opportunity to simply introduce yourself and your new role as a diabetes advocate, and to find out more about their work. Take any new DC resources (e.g. Diabetes Charter for Canada) with you and offer to arrange for some general diabetes literature to be sent to the office for their constituents. If the elected official is not available to meet, ask to meet with the **constituency assistant**. Elected officials rely heavily on their constituency assistants to track issues of importance to their constituents. Get to know the constituency assistants; they will usually be your first line of contact.

DC staff can provide you with the latest information and resources, so please let us know ahead of time when you are interested in meeting with your elected representatives (or other key influencers) and we can guide you through the process.

Elected Representatives: Who's Who

Roles and responsibilities for Canada's health-care system are shared between the federal and provincial-territorial governments. Management, organization and delivery

of health services are the responsibility of provincial-territorial governments. The following section provides a brief overview to help you better understand the role of elected representatives at the federal, provincial and municipal levels.

Member of Parliament

A Member of Parliament (MP) is elected by voters in their electoral district to serve as their representative in the House of Commons in Ottawa. The House of Commons is the elected lower house of Parliament, which is the federal law-making body in our country.



An electoral district is more commonly known as a "constituency" or "riding". There are currently 388 federal ridings across the country, distributed roughly in proportion to the population of each province and territory.

MPs introduce, debate and vote on bills; represent their constituents' views and interests; debate issues of national interest; and, if in opposition, work to hold the government accountable.



Some Government MPs also serve as Cabinet Ministers, helping to develop policies and set priorities for the Government of Canada and lead federal government departments (e.g. Health Canada). Other Government MPs may serve as Parliamentary Secretaries, assisting Cabinet Ministers with aspects of their portfolio or in other senior roles within their party.

Opposition MPs may serve as Opposition Critics or in other senior roles within their party.

MPs from all parties represented in the House of Commons also regularly serve on various parliamentary committees.

Member of provincial or territorial parliament

A member of provincial/territorial parliament is elected by voters in their electoral district (riding) to serve as their representative in the provincial parliament or Legislative Assembly. The number of ridings varies from province to province.

In most provinces and all three territories, an elected member of provincial parliament is known as a **Member of the Legislative Assembly (MLA)**. In Ontario, an elected member of the Legislature is referred to as a **Member of Provincial Parliament (MPP)** and in Newfoundland & Labrador, **Member of the House of Assembly (MHA)**.



Members of provincial parliament introduce, debate and vote on bills; represent their constituents' views and interests; debate issues of provincial interest; and, if in opposition, work to hold the government accountable.

As with federal MPs, some members of provincial parliament also may be appointed to serve Ministers within the Executive Council (Cabinet), lead provincial government departments (e.g. Ministry of Health) or serve in other senior roles within their party.

Members of the Official Opposition may serve as Opposition Critics or in other senior roles within their party.

Members of provincial parliament also regularly serve on various committees within the Legislative Assembly.

Municipal Councillors

Municipalities are governed by a municipal council made up of elected representatives known as councillors or aldermen. These local government representatives are elected either "at large", ie. by voters in the whole municipality, or by ward (municipal riding). The Council also includes an elected head of council, commonly known as the mayor or reeve, who is also the Chief Executive Officer of the municipality.

Municipal councillors represent their constituents' interests, set budgets, develop policies and programs, pass by-laws, and determine which services are to be delivered by the municipality (within the scope of responsibilities given to municipalities by the province).

How to find your riding and elected representatives:

To find your Member of Parliament (MP):

Go to Elections Canada at www.elections.ca and use your postal code to search for the name of your federal riding and Member of Parliament.



To find your member of provincial parliament (MLA, MPP, MHA):

British Columbia

Search by postal code at www.leg.bc.ca/mla

Alberta

Use the MLA search tool at www.elections.ab.ca

Saskatchewan

Search by address or community at www.elections.sk.ca/voters

Manitoba

Search by address using the MLA or Electoral Division search tool at www.electionsmanitoba.ca

Ontario

Search by postal code at www.elections.on.ca to find your riding and go to www.ontla.on.ca to find your MPP

New Brunswick

Search by address or community at www.electionsnb.ca or go to www.gnb.ca

Nova Scotia

Use the MLA search tool at www.electionsnovascotia.ca

Newfoundland & Labrador

Search by address at www.elections.gov.nl.ca to find your riding and go to www.assembly.nl.ca to find your MHA

Yukon

Use the map at www.elections.yukon.gov.yk.ca to find your riding and go to www.legassembly.gov.yk.ca to find your MLA

Northwest Territories

Use the map at www.electionsnwt.ca to find your riding and go to www.assembly.gov.nt.ca to find your MLA

Nunavut

Go to www.assembly.nu.ca and click on 'Members' to find a map of ridings and your MLA

To find your mayor, municipal councillors or aldermen:

Please visit your local municipality's website.





BUILDING RELATIONSHIPS

Communicating with your elected representatives is at the heart of the democratic process. Here are a few general tips to help you get started in building a relationship as a diabetes advocate with any elected official or other key figure:

1. **Understand their schedules and be patient, but persistent.** Elected officials often have tight schedules, especially if they also serve as a Cabinet Minister or in another senior post. If you do not receive a response to your first request for a meeting within one week, follow up; your request may simply have been missed. When the House is in session, MPs and MPPs/MLAs/MHAs often have only one day a week (typically a Friday) to meet with constituents in their ridings, so it may take longer at certain times of the year to secure a meeting. Be as flexible as you can with the meeting date and time, but be persistent. Meetings will often have to be rescheduled at the last minute. This is normal.

2. **Learn as much as you can prior to initial contact.** A general understanding of your representative's background will make it easier for you to communicate with him/her at the meeting and can help you find common ground. After you have participated in DC advocate training and before you request a meeting, try the following to get to know your elected representatives a little better:
- Review their websites and bios. What did they do prior to being elected (e.g. doctor, teacher, lawyer)? What are the priority issues for their respective parties?
 - Follow your elected representatives on social media.
 - Read your local newspaper to find out more about their work in the community.
 - Read all constituency communications mailed out by their offices.
 - Think through any connection your elected representatives may have with diabetes.

3. **Recognize the important role of the constituency assistant.** Remember, if your MP or MPP/MLA/ MHA is unavailable to meet, ask to meet with the constituency assistant or other staff, then schedule a meeting with your representative for a later date. Always treat the staff with respect and write down their names so you will remember the next time you meet.
4. **Position yourself as a resource.** Let the constituency staff know that you are asking to meet about a policy concern, not just a personal issue. Help them to understand the importance of the issue by sharing your own lived experience related to diabetes. Also tell them how the issue impacts other constituents living with diabetes. DC will provide you with information to help develop your speaking points, share your personal story and deliver the advocacy "Ask" (DC policy recommendation).
5. **Have a reason to meet.** Don't ask for a meeting just to talk about diabetes or funding for health care in general. Make sure you are there to discuss a specific policy concern and have a set of recommendations (as provided by DC) to present.
6. **Be honest about your objectives.** Do not be shy about making your 'Ask' (based on DC's policy recommendations) during the meeting. Be clear about why you are there and what action you are asking your MP or MPP/MLA/MHA to take. Your elected representatives will appreciate a concise straight-forward pitch versus a long rambling conversation that leaves them guessing as to how best to respond.
7. **Follow up with a thank you.** Always send a thank you email (or letter) after your meeting. This is more than just a courtesy; use it as an opportunity to briefly reiterate the issue and/or recommendations provided. If your MP or MPP/MLA/MHA asked for additional information during the meeting, be sure to include that as well. DC staff can provide you with the information requested.
8. **Be non-partisan.** As a diabetes advocate, you represent the voice of all people with diabetes. Regardless of any political affiliations you may have, your work as a DC advocate must always be non-partisan -- especially at election time. DC as a registered charity is non-partisan and does not endorse any political parties or candidates.
9. **Use common sense.** Stay away from controversial issues not related to your advocacy efforts. Avoid discussing recent political events or scandals or religious matters.
10. **Do not get into an argument.** If your representative does not support DC's position on an issue, politely ask questions to understand why, but do not get into argument. Draw on your key messages and background information to help inform your discussion. Remember, even if your



“Communicating with your elected representatives is at the heart of the democratic process.”

listener does not agree with all aspects of an issue, you can almost always find some common ground. Use your personal experience (story) to illustrate your points and provide 'real-world' context for your discussion. Understanding alternate perspectives will help you strengthen the information you present next time to better address concerns.

11. Engage regularly but do not pester.

Know how to communicate and when to communicate. Engage with your elected representatives both online and in-person, but don't become a constant pen-pal or nuisance. If unsure, ask! DC can provide you with additional guidance on how to effectively engage with your elected representatives.



Meeting with your elected representative

Setting up the meeting:

1. DC can provide you with the most up-to-date information available to prepare for and take to your meeting, including backgrounders, key messages and a leave-behind document. We can also let you know if there are other advocates active in your riding who may be able to join you for the meeting, if that would be of interest to you.
2. Call or email the constituency office to request a meeting to discuss an issue of importance to constituents with diabetes.

Provide them with your name, contact information and indicate your affiliation with DC as a diabetes advocate. Be sure

to include the name(s) of anyone you'll be bringing with you to the meeting. Request a half hour meeting if possible, but don't worry if you're only given 15 minutes.

3. If your meeting is rescheduled, do not be discouraged. Work with your elected representative's staff to find another meeting date that is mutually convenient.

Preparing for your meeting:

1. As mentioned previously, it is important to prepare and practice. Knowing more about your representative can help you frame your message and ensure that you are not caught off-guard during the meeting. Always review your MP or MPP/MLA/MHA's website and social media accounts ahead of time.
2. Review your key messages and any background information provided by DC.
3. Plan what you are going to say, including any personal experiences you would like to share. Remember that a few brief but well thoughtout points will have more impact than a long rambling statement. Keep your message simple and practice making it clear and compelling.
4. Ensure that you have a 'leave-behind' kit to give your MP or MPP/MLA/MHA. It is always a good idea to also bring an extra copy for their staff. DC can provide you with the handouts needed.
5. A day or two before your meeting, call or email the constituency office to confirm your meeting. Use a descriptive subject line for your email such as "Confirming DC advocate meeting for tomorrow (or date)". Even if you do not hear back, assume that the meeting is going ahead as planned.
6. Keep a record of your communications and meetings. This can help you keep track of



what issues you have communicated on and how often you have communicated. We also encourage you to share this information with DC staff, so we can better track advocacy efforts and assist you with any required follow-up.

Conducting the meeting:

1. Arrive 5-10 minutes before the scheduled time, in case your elected representative is running ahead of schedule. Also, leave plenty of time in your own schedule for the meeting in case they are running late or the meeting takes longer than originally scheduled.



2. At the beginning of the meeting, allow a couple of minutes for small talk -- the way you would with anyone when meeting for the first time. Introduce yourself and where you live, follow their lead if they start asking questions, or mention any interests you may have in common (without sounding too rehearsed).
3. Let the conversation flow naturally, but stay focused. When appropriate, transition the conversation from small talk and pleasantries to the issue at hand. Know how to bring the conversation back to the main topic if it starts to digress into other unrelated areas.
4. Remember to be concise, even if you have 30 minutes scheduled for your meeting. A longer timeslot is not a license to ramble. Your meeting may get interrupted or cut short for some reason, so it is important to present the main points and take-away messaging early on. You can get into more detail later in the meeting if there

is time and your MP or MPP/MLA/MHA appears interested (based on the flow of the conversation), but always start with the highlights.

5. Pay attention to body language – if your listener appears to understand and agree with your point, move on to your next point. If they seems to disagree or is resistant to your message, draw on your speaking points (key messages) to try to establish some common ground.



6. Share your story (personal experience with the issue) or give local examples, to help your MP or MPP/MLA/MHA better understand the 'real-life' aspect of the issue and the impact it has on their constituents.

7. Stay calm and relaxed. If you don't know an answer to a question, don't worry; say so and offer to find out, then provide the information requested in your post-meeting thank you email.

8. If your elected representative does not support DC's position on the issue, politely ask a few questions to find out why. Understanding opposing views can help you (and DC) tailor messaging and to explore possible alternate solutions.
9. Never suggest in any way that support for an issue may help "win votes" or help your elected representative to get re-elected. You can highlight the importance of an issue to constituents, but never tie it to votes. This is highly inappropriate and damages your credibility and the reputation of the DC.
10. Know when to bring the meeting to a close. If it appears the MP or MPP/MLA/MHA has all the information or is not interested in the issue, bring the meeting to a close (without being abrupt), even if you have some time remaining. Do not feel like you have to keep talking just to run out the clock!
11. Always say thank you and do not forget to provide the leave-behind kit. Leave an extra copy with the staff.

12. Before you leave, request a photo with your elected representative, to share on your social channels.

Following up after your meeting:

1. Once you have left the constituency office, take a few minutes to jot down some notes. What were your impressions from the meeting? Were there any questions you could not answer that require followup? Did your elected representative request any additional information or commit to any specific actions?

Let DC know the outcome of your meeting.

2. Remember to send a thank you email within a day or two after your meeting. A gesture of thanks will help build relationships. It also provides an opportunity to reiterate the key points from your meeting (in a sentence or two)

and any commitments made by your elected representative. If you agreed to look into anything further, be sure to also include that information.

If you follow your MP or MPP/MLA/MHA on social media (e.g. Facebook, Twitter), be sure to thank them online as well. Do not go into details of what was discussed at the meeting; simply post or tweet a quick thank you (e.g. "Thanks [name] for meeting with me to talk about Diabetes Canada recommendations. We appreciate it!"). Include your meeting photo with your message.

3. Look for opportunities for continued engagement with your elected representative – online, at community events, or during any DC campaigns. Share any new DC resources with your elected representative, as appropriate.



Engaging with the media

DC is regularly contacted by journalists looking to interview people living with diabetes to put a “face” to a particular diabetes-related news story. DC staff will contact you when a request is received and assist you with effectively communicating your story.

Additionally, local newspaper, television and media outlets provide a good opportunity for you to raise diabetes awareness within your community. If you would like to be included on our list of potential spokespeople, please let us know.

Interviews

If a reporter approaches you directly for a story, please contact DC staff immediately. We can provide you with key messages (speaking points), answers to frequently asked questions and some key facts/figures to help prepare you for the interview.

Letters to the editor

A letter to the editor of a newspaper or magazine is short (300 words or less) and is in response to a specific comment or recently published story. Your letter should be submitted as soon as possible after the story has appeared, preferably within the same day before deadline if you are writing to a daily newspaper. DC can review your letter to ensure that it speaks to the issue accurately. We may also have sample letters available for your use, particularly during elections or specific advocacy campaigns.

If you mention DC in your letter, please be sure to send it to DC for review before submitting to the newspaper.

Op-Eds

Opinion Editorials (Op-Eds) usually appear on or near the editorial section of a newspaper

and are written by experts or invited members of the community, rather than by journalists. An op-ed generally carries more weight than a letter to the editor simply because it allows for a more detailed argument or case for your opinion.

DC normally develops sample op-eds for use during elections or specific advocacy campaigns. You can tailor them with your story for submission to your community newspaper or simply use the sample to generate ideas as you write your own. Op-eds are usually about 750 words long. It is best to stick to the length to avoid your text being cut. If you refer to DC in your op-ed, please be sure to send it to DC staff for review before submitting to the newspaper.



Social Media

Social media amplifies your voice and offers unprecedented reach allowing you to communicate your message faster, to more people, and through more channels than ever before. It is also an excellent way to engage with your elected representatives and stay up-to-date on any emerging issues, trends and advocacy opportunities.

Here are few tips on how best to use social media as an advocate:

1. **Experiment with various social media platforms** such as Facebook, Twitter, LinkedIn, Instagram and TikTok. Think about who you want to communicate with: which platforms does your target audience use? Which platforms are you most comfortable with?
2. **Grow your audience.** Build up your following, regularly engage with those who follow you and post content regularly. Follow individuals who regularly communicate about your issues, then check out their lists to find other interested in the same topic.



3. **Build relationships.** Social media is a conversation, not a monologue. Do not just communicate outwards; engage in conversation with those who comment on your posts. Share and comment on the posts of those you follow as well and build your online presence.
4. **Aim for quality over quantity.** Post regularly, but stay focused and have clear goals in mind.
5. **Be genuine.** Speak in your own words and reflect your own personality.
6. **Be reliable.** Share quality information from trusted sources only, especially when sharing links or stats.
7. **Take advantage of opportunities.** Specific news items or trending issues often provide excellent opportunities for raising awareness about diabetes and sharing campaign messaging.
8. **Make your posts easy to share.** Remember to include links to campaigns and reports when needed.
9. **Add images to your posts, when appropriate.** Visual appeal helps to get your content noticed.

Above all, be patient, be persistent and have fun! Social media is a great way to expand your network, start building relationships and draw attention to the issues you care about the most.





QUICK LINKS

Diabetes Charter for Canada

Diabetes Canada Policy Position Statements

National, Provincial and Territorial Diabetes Backgrounders

Comparisons by provincial/territory

Provincial/territorial formulary listings

Diabetes Canada Advocate Training Tools

Questions?

Please contact the Government Relation and Policy team at info@diabetes.ca



Thank you!

Thank you for your interest in advocacy and for helping to improve the lives of all Canadians with diabetes!

Diabetes Canada's vision is a world free of the effects of diabetes. That's why we're working together to improve the quality of life of people living with diabetes. We're sharing knowledge and creating connections for individuals and the health-care professionals who care for them; advocating through public policy; and funding research to improve treatments and find a cure to end diabetes.

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