

2023 CHEST Organizational Goals

Our Vision

CHEST will be the global leader in prevention, diagnosis and treatment of chest diseases.

Our Mission

To champion the prevention, diagnosis and treatment of chest diseases through education, communication and research.

Our Values

- **Collegiality:** We foster collegiality between and among our members and staff in all activities.
- **Collaboration:** We promote staff/leadership partnership in all we do.
- **Innovation:** We cultivate innovation through an atmosphere of creativity, optimism and empowerment.
- **Data-Driven:** We make decisions based on the best available data.
- **Transparency:** We promote transparency by ensuring access to appropriate and accurate information for members, staff, other stakeholders and interested members of the public.
- **Diversity:** We promote diversity of thought, culture, expertise and inclusion across the healthcare team.
- **Excellence:** We strive for the highest standards in everything that we do.
- **Integrity:** We treat members, staff and other stakeholders with integrity by accepting responsibility for our actions, being truthful and following through with commitments.
- **Results-Oriented:** We measure our progress toward our mission and vision, as well as evaluate the performance of our programs and services.

1. Education: Deliver differentiated and exceptional educational experiences that grow and diversify our audience and market share.

- Increase overall learning instances by 10%.
- Increase number of unique learners by 20% as compared to 2022, with 15% overall learners being new learners (engaging with CHEST education for the first time).
- Average net promoter score greater than or equal to 60 by year end.
- Develop baseline readership counts (journal, guidelines) and overall readers.
- Develop roadmaps for First 5 Minutes™ and The Bridging Specialties™ programs that clearly articulate value proposition for new audiences and results in contracting with 3 new commercial partners by year end.
- Launch 2 pilots of new fee-based products that meet customer/member needs.

2. People: Attract, retain and incentivize the right people to create an engaged CHEST workforce.

- Be named Chicago Tribune 2023 Top Workplaces in Chicagoland list.
- Maintain engagement score at 4.26 or higher.
- Average 2 staff referrals per open position.
- Retention rate of 80% or higher at end of 2023.
- Create and deliver a DEIB curriculum for staff, working towards a culture of psychological safety and belonging.

3. Products: Foster and environment of innovation while applying an inclusive lens to products and services, resulting in brand loyalty and increased revenue.

- Obtain minimum of 3 funding sources (partner, industry, grant, etc) to support programming on health equity.
- Establish new membership retention methodology and targets.
- Increase number of average annual purchases by consumers from 1.61 to 1.7.
- Complete a full product portfolio review; adjust pricing to ensure competitiveness.
- Increase readership scores and author perceptions of the journal (as measured through survey data).
- Increase number of repeat submitters for the annual meeting from the prior year by 20%.

4. Growth: Achieve overall annual target operating revenue while expanding and diversifying revenue streams.

- Model the financial lifetime value of members and nonmembers.
- Reduce forecast-to-actuals variance from operations to <10%.
- Achieve or exceed the budgeted change in net assets before non-operating activity (i.e. positive margin).
- Engage with 25 new (have not previously don't business with CHEST) companies in 2023.
- Increase overall number of paid US-based physician members by 5%.
- Develop baseline metrics of digital marketing effectiveness.

5. Social Responsibility: Identify organizational values and use them to drive CHEST operations.

- Codify list of CHEST values.
- Develop a 3-year giving strategy.
- Initiate assessment of all current vendors/suppliers and formalize process of vendor/supplier recruitment and vetting that promotes diversity and alignment with CHEST values, resulting in creation of a rubric for vendors/supplier diversity in 2024.

- Cultivate meaningful community partnerships at the local/regional level through hosting or co-hosting 4 opportunities for community engagement with healthcare and non-healthcare related organizations.
- Establish CHEST 2023 policy agenda and identify and produce a minimum of 4 organizational statements to create a foundational record of activity on issues of importance to respiratory, critical care, and sleep medicine and having implications for broader public health.
- Produce first annual DEIB report on efforts to date (end of year 2023).