

CHEST Strategic Plan 2018-2022

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.

Goals and Strategies

These goals represent long-term direction, indicating explicit major choices within our scope, as well as how we will achieve them.

GOAL 1:

CHEST provides innovative education customized to individual learner needs, designed to improve knowledge, competence, performance and patient outcomes.

STRATEGIES:

1. Design and deliver education that aligns with ACCME Criteria for Commendation.
2. Employ innovative educational strategies that leverage emerging technologies to enhance learner outcomes.
3. Offer education that provides professional development for the entire healthcare team and values individual unique backgrounds.
4. Increase the knowledge, skills, and competencies of learners; measure and report outcomes.

GOAL 2:

CHEST is the premier resource for clinically relevant scientific research, guidelines, and implementation strategies and tools.

STRATEGIES:

1. Develop methods to assess gaps in care at regular intervals; develop clinical practice guidelines and implementation tools to address those gaps.
2. Diversify guideline panels to include representatives from external societies, nonphysician members of the healthcare team, and patients/consumers.
3. Integrate new or updated guidelines in the development of educational offerings.
4. Using principles of implementation science, diversify guideline dissemination strategies to support the adoption of guidelines into clinical practice.
5. Increase the recruitment and publication of high-impact clinical research.

GOAL 3:

CHEST will increase the global impact of its education.

STRATEGIES:

1. Develop targeted strategic alliances, both domestically and internationally, to expand the reach of CHEST education.
2. Enhance access to state-of-the-art education and content.
3. Increase CHEST Foundation funding available for clinical research, community service, and travel grants, both in the United States and abroad.
4. Create an inclusive environment that empowers our diverse membership to advance as clinicians and leaders and expands our sphere of impact in global chest medicine.

GOAL 4:

CHEST optimizes its assets to achieve its mission and vision.

STRATEGIES:

1. Increase engagement of members and all clinicians on the healthcare team.
2. Identify and develop future leaders and faculty while recognizing those who have made significant contributions.
3. Attract, retain, and develop talented and diverse staff and volunteers to accomplish the work of CHEST.
4. Develop and implement an integrated and coordinated publishing strategy and publications-related product roadmap.
5. Deliver value from CHEST Analytics to key audiences – CHEST members, CHEST customers, and internal users.

GOAL 5:

CHEST has a strong and diverse financial base.

STRATEGIES:

1. Expand overall product offerings by evaluating low margin offerings, enhancing those that are favorable, and adding appropriate new products and lines of business identified in the growth strategy.
2. Further diversify funding support via new/expanded sources of non-dues and non-registration revenue, with a goal of maintaining or reducing member costs while ensuring maximum value.
3. Implement increased opportunities to monetize the CHEST Brand.
4. Strengthen the financial sustainability of the CHEST Foundation.
5. Become a recognized "home" for clinical research grants.
6. Build the endowment of the Foundation.