American College of Chest Physicians  
2013-17 Strategic Plan  
JUNE 2016

We are pleased to announce the completion of a new, multi-year strategic plan for the American College of Chest Physicians, aligned with our new CHEST brand and representing the visionary long-term thinking of our leadership. This plan includes an overarching strategy for the organization:

*Leverage our brand, technology, clinical expertise and data to champion the prevention, diagnosis and treatment of chest disease by providing innovative education and advancing best patient outcomes.*

Over the course of the past few years, key stakeholders have provided essential input, resulting in a 2013-2017 Strategic Plan that identifies a very focused set of key priorities we’ll pursue to help achieve the overarching strategy. Having selected these focused priorities, which leverage our strengths and strategic advantages, we are committing to dedicating sufficient resources towards their accomplishment over the course of the next several years. Each year the plan will be reviewed and modified to reflect and changes to priorities of CHEST.

The Board of Regents also took this opportunity to revisit and update our mission and vision, to appropriately reflect our focus and inform future efforts. Through this process, we re-affirmed our mission while calling for even stronger, more visible efforts to “champion” the prevention, diagnosis and treatment of chest diseases—not to simply “promote” such efforts. Also leading the way towards the future is the new aspirational vision statement that puts team-based care of the patient at the center of our efforts, while emphasizing our growing global reach and innovative educational and clinical research offerings that are hallmarks of the CHEST brand.

With members spanning the globe, we remain cognizant of their needs and will continually strive to deliver on our brand promise of being an essential connection at a critical time, as is reflected in the priorities outlined in the new strategic plan. As we implement this plan, we will find new ways to make knowledge relevant, to promote global exchange of ideas and perspectives, to make healthcare teams even stronger, and to help clinicians make the best clinical decisions with their patients.

We hope our 2013-2017 Strategic Plan provides the detail you need to understand the future direction of the American College of Chest Physicians, and that you’ll support us in these important endeavors.
Our Vision
The American College of Chest Physicians is the global leader in advancing best patient outcomes through innovative chest medicine education, clinical research, and team-based care.

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 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 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 background culture, expertise, and other needed resources at all levels.
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 are 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 representing explicit major choices within our scope and the outcomes we want to achieve.

Key Performance Indicators (KPI) – KPIs are quantifiable measures reflecting our goals. These long-term considerations are critical to our success and although they will be reviewed annually, are designed to be the measures used through 2017.
**GOAL 1: PROVIDE STATE-OF-THE-ART EDUCATION**  
CHEST provides the total education solution with content customized to fit individual learner needs and schedules.

**STRATEGIES:**
- Deliver education in various formats that is eligible for both continuing education credits and maintenance of certification points.
- Provide procedural and skills-based education, including simulation.
- Provide educational offerings that reach members of the entire health-care team.
- Provide advanced virtual education.
- Increase skills, competencies and quality improvement efforts by our clinical members and link these results to educational offerings.
- Serve as a leading resource for peer-reviewed patient education in clinical areas of chest medicine through the CHEST Foundation.

**GOAL 2: BE A LEADER IN QUALITY, STANDARDS, AND GUIDELINES**  
CHEST has a wide array of innovative, relevant, and evidence-based guidelines, quality assessment tools, and supporting programs that continue to guide the profession, especially during value-based health-care reform.

**STRATEGIES:**
- Enhance clinical practice guideline development in additional areas of pulmonary, critical care, and sleep medicine.
- Continue to explore collaborative opportunities with other organizations to expand guideline development.
- Leverage new or updated guidelines in the development of educational offerings.
- Periodically assess the needs of members and identify trends related to quality improvement and performance-based reimbursement to ensure the College is providing the right resources for members.

**GOAL 3: EXPAND OUR GLOBAL IMPACT**  
CHEST has a meaningful global impact on clinical education.

**STRATEGIES:**
- Develop targeted strategic alliances that enhance lifelong learning opportunities as well as specialty and subspecialty training for clinicians globally.
- Enhance access to state-of-the-art education and content for global members and customers.
- Develop and evaluate CHEST-branded international meetings.
- Enhance *CHEST* Journal offerings, and leverage opportunities to integrate journal content and research with educational programs.
- Through the CHEST Foundation, foster relationships and collaborate with other organizations to promote lung health.
## GOAL 4: OPTIMIZE OUR ASSETS
CHEST optimizes its assets to achieve its mission and vision.

### STRATEGIES:
- Optimize new membership model to increase engagement of all clinicians on the healthcare team.
- Identify and develop future leaders, while recognizing those who have made significant contributions in the past.
- Enhance the CHEST brand through increased social and traditional media engagement.
- Elevate the position and visibility of the CHEST Foundation.
- Attract, retain, and develop talented and diverse staff and volunteers to accomplish the work of the College.

## GOAL 5: MAINTAIN A STRONG AND DIVERSE FINANCIAL BASE
CHEST has a strong and diverse financial base.

### STRATEGIES:
- Develop events, products, and services that generate a positive financial margin and provide meaningful services to the membership in order to support the overall mission of CHEST.
- Increase utilization of the CHEST Training Center.
- Expand overall product offerings by evaluating low margin offerings, enhancing those that are favorable, and adding appropriate new products.
- Further diversify funding support.
- Strengthen the financial sustainability of the CHEST Foundation.