

CHEST Strategic Plan 2018-2022

Revised October 2020

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.

Organizational Goals and Strategies

These goals were updated in October 2020 and represent long-term direction, indicating explicit major choices within our scope, as well as how we will achieve them.

- 1. Growth: Meet or exceed revenue and margin targets.**
 - a. Achieve a growth rate of 15% over prior year to achieve established revenue target by December 2021.
 - b. Achieve established margin by December 2021.
 - c. Derive at least 10% of overall CHEST revenue from new products developed/implemented within the past five years.
 - d. Ensure the effective execution of the new fundraising plan that focuses on utilizing best fundraising practices and builds a culture of philanthropy while leveraging the foundation team's skillset, resulting in foundation revenue as established by December 2021.
 - e. Increase the average annual spend per customer.

2. Products: Foster an environment of innovation and product development, resulting in overall revenue growth.

- a. Develop and implement an organization-wide product development and design process. Ensure the process is clear, nimble, aligned and consistently used for new and existing products.
- b. Develop a business plan, full product roadmap and lifecycle for 3 existing products that identifies new distribution channels, deliverable modalities and derivative or spin-off products, with established revenue potential for each product within 2-3 years.
- c. Perform a thorough review of existing products and services, resulting in the elimination of the lowest 10% of low-margin, low-impact programs being sunset.
- d. Utilize the engagement score index – revisit, update and implement to set baseline and develop strategy to increase average engagement score by 10%.
- e. Develop a 360-degree view of our customers to align product development with customer needs.

3. People: Ensure we attract, retain and incentivize the right people (staff, leaders and volunteers).

- a. Oversee implementation of new compensation plan that will attract, incentivize and retain top talent, aligned with pursuit of growth initiatives.
- b. Develop and implement a capabilities approach to talent management and professional development for staff and volunteers, resulting in enhanced recruitment, engagement and retention.
- c. Develop and execute a plan to create a diversified faculty pipeline that results in a stronger representation of the chest medicine community.
- d. Continue the process of engaging the Executive Leadership Team, Presidents, College Board of Regents and staff in ongoing strategy work. Utilize management tool to enhance alignment, visibility and achievement.
- e. Ensure the effective implementation of internal anti-racism task force goals and recommendations, resulting in a culture that understands what it means to be anti-racist, embraces identify and promotes inclusion in all facets of the organization, as measured by the development and execution of an educational curriculum for all staff and adoption of diversity, inclusion and equity standards.

4. Education: Ensure that CHEST education products and services are robust, differentiated and scalable.

- a. Implement learning strategy, including acceleration of new approaches for simulation, gaming and e-learning, resulting in deeper engagement, increased learning and more learners.
- b. Maintain and increase previous satisfaction levels for all learners across all education products and learning modalities, as measured by learning satisfaction surveys, including net promoter score, faculty and content ratings.

- c. Increase the number of learners, both live and digital, by 25%
- d. Develop outcomes reporting to support e-learning modalities that examine knowledge increase and achievement of learning objectives.