MedShare

2014 - 2018 STRATEGIC PLAN

“Building Healthy Communities Locally & Globally.”
MedShare is a nonprofit organization dedicated to improving healthcare and the environment through the efficient recovery and redistribution of surplus medical supplies and equipment to those most in need. We collect surplus medical supplies and equipment from healthcare facilities, distributors and manufacturers, and then redistribute them to medically underserved communities across the globe.
MedShare’s Strategic Framework (FY14-18)

Our Mission

Strategic Imperatives

Achieve Greater Recipient Impact
Create Capital-Efficient Growth
Ensure Organizational Excellence

Strategic Intent: Build Healthy Communities Locally & Globally

- Improve the overall recipient experience + create opportunities for greater impact.
- Ensure economic growth in support of MedShare’s mission
- Build organizational capacity and vitality
# MedShare FY 2014 – 2018 Strategic Plan Summary

<table>
<thead>
<tr>
<th>Strategic Imperative</th>
<th>Goal</th>
<th>Success Defined</th>
<th>Objectives</th>
<th>Example Key Strategies</th>
<th>Board Support</th>
</tr>
</thead>
</table>
| **Recipient Impact** | Improve the overall recipient experience and create opportunities for greater impact | • Increased impact and improved recipient outcomes  
• Increased recipient satisfaction  
• Targeted programs align with specific health condition priorities of recipients  
• A proven program model is implemented to ensure impact is achieved, measured, monitored and systematically improved  
• Recipients are respected and view MedShare as a trusted partner | • Enhance recipient’s ability to address the most pressing health issues  
• Support recipient-led initiatives to improve health systems in targeted countries  
• Improve recipient experience | • Develop supply + equip offerings focused on specific health priorities.  
• Provide training + services tailored to specific health priorities w/ emphasis on building biomedical capacity  
• Build MedShare’s capacity and expertise in 2 target countries  
• Implement technology enhancement to make process user friendly | Programs Committee |
| **Capital-Efficient Growth** | Implement a cost-effective growth strategy that enables MedShare to achieve its mission | • Increased number of recipients  
• Greater reach, quality + increased environmental impact achieved in most cost beneficial manner  
• Enhanced financial sustainability  
• Increased volunteer engagement  
• Enhanced brand + donor engagement | • Grow current operations to capacity [Southeast, West, Northeast]  
• Extend reach of three existing sites with additional supporting locations | • Increase number of partners that provide supplies and equipment.  
• Expand national biomed procurement program  
• Implement flexible collection + sorting model | Executive Committee |
| **Organizational Excellence** | Build organizational capacity and vitality | • MedShare generates annual positive net operating revenues over expenses before GIK  
• Targeted program alignment w/ partners’ priorities results in increased funding + product donations  
• Reduced cost per container  
• Employees operate as “One-MedShare” | • Ensure effective + efficient operations  
• Develop “One MedShare” mindset  
• Ensure long-term financial sustainability  
• Raise awareness locally, nationally + internationally  
• Strengthen current governance model | • Develop + implement tech strategy to support operations  
• Improve business processes  
• Ensure the governing board has the best composition of people and skills | Spread across: Development, Finance and Nominating & Governance Committees |
**Goal**

Improve the overall recipient experience and create opportunities for greater impact.

**Success Defined**

- Increased impact and improved recipient outcomes.
- Increased recipient satisfaction.
- Targeted programs align with specific health condition priorities of recipients.
- A proven program model is implemented to ensure impact is achieved, measured, monitored and systematically improved.
- Recipients are respected and view MedShare as a trusted partner.

**Objectives**

<table>
<thead>
<tr>
<th>Enhance recipient’s ability to address the most pressing health issues</th>
<th>Strategies</th>
<th>2013-2014 Milestones</th>
</tr>
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<tbody>
<tr>
<td>• Develop supply and equipment offerings focused on specific health priorities.</td>
<td>• Year two evaluation of K-C maternal/child initiative completed.</td>
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<tr>
<td>• Provide training and support services tailored to address specific health priorities with an emphasis on building recipient biomedical capacity.</td>
<td>• MedShare’s specific health conditions identified.</td>
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<tr>
<td>• Identify and develop value-added partners to support specific health conditions.</td>
<td>• Baseline statistics and measures for health conditions established.</td>
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<tr>
<th>Support recipient-led initiatives to improve health systems in targeted countries</th>
<th>Strategies</th>
<th>2013-2014 Milestones</th>
</tr>
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<tbody>
<tr>
<td>• Build MedShare’s capacity and expertise in-county.</td>
<td>• At least two strategic partnerships for each health priority identified with MOUs in place.</td>
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<tr>
<td>• Develop strong relationships with in-country health leadership (Ministries of Health and/or governmental entities) to enhance project execution and effectiveness.</td>
<td>• Implementation plan for initial pilot strategy complete.</td>
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</tr>
<tr>
<td>• Cultivate U.S.-based and country-specific partners/supporters to provide more focused products &amp; services.</td>
<td>• Strategic relationships developed with at least two in-country leaders.</td>
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<tr>
<td>• Facilitate connections between medical teams that travel to specific countries.</td>
<td>• At least two strategic partners identified for each targeted country.</td>
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<tr>
<td></td>
<td>• Determined budget required to support programs in future years.</td>
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</tbody>
</table>
| Improve recipient experience | • Identify and implement process enhancement to improve the recipient experience (including technology).  
• Ensure access and availability to a high-quality product mix (to support recipient needs and reduce risk of negative environmental impact due to shipment of unneeded items).  
• Increase staff and volunteer capacity to provide programs and services in a culturally-appropriate way. | • Initiated networking across medical mission teams from targeted countries.  
• Study and review current system for ordering and selection of supplies and equipment to identify prioritized list of enhancements.  
• Prioritized list of enhancements for the ordering and selection system identified and budgeted created.  
• Product mix available to support 3 developed programs.  
• Conducted quarterly training to support cultural awareness and build staff/volunteer capacity.  
• Program to facilitate better understanding of common cultural norms developed and implemented for MedShare internal stakeholders. |
## Capital Efficient Growth

**Goal**
Implement a cost-effective growth strategy that enables MedShare to achieve its mission.

**Success Defined**
- Increased number of recipients served.
- Greater reach, improved quality and increased environmental impact are achieved in the most cost beneficial manner.
- Enhanced financial sustainability.
- Increased volunteer engagement.
- Increased community loyalty and commitment to MedShare.
- Enhanced MedShare brand and donor engagement.

### Objectives

<table>
<thead>
<tr>
<th>Grow current operations to capacity [Southeast, West, Northeast]</th>
<th>Strategies</th>
<th>2013-2014 Milestones</th>
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<tr>
<td>• Increase the number of partners (hospitals, NGO, corporations) that provide supplies and equipment.</td>
<td>• 160 shipments completed.</td>
<td></td>
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<tr>
<td>• Expand and refine national biomed procurement program.</td>
<td>• 8 new supply/equipment partners added.</td>
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<tr>
<td>• Develop a comprehensive volunteer strategy to ensure MedShare has the volunteers necessary to support its operations.</td>
<td>• 5% increase in Med Team store usage.</td>
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<tr>
<td>• Partner with other NGO’s and corporations to raise awareness about targeted health conditions through focused education and training.</td>
<td>• Northeast Collection Center opened and collecting supplies from 30+ health care facilities.</td>
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<tr>
<td>• Expand awareness and use of Medical Mission Team stores</td>
<td>• Piloted collection model with another partner MSRO or NGO.</td>
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<th>Extend reach of three existing sites with additional supporting locations</th>
<th>Strategies</th>
<th>2013-2014 Milestones</th>
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<tr>
<td>• Implement flexible collection and sorting model in locations proximate to current operations.</td>
<td>• Conducted financial donor outreach in a state contiguous to existing site in order to extend base of support.</td>
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</tr>
<tr>
<td>• Develop new financial donors in supporting locations</td>
<td>• Conducted financial donor outreach in a state contiguous to existing site in order to extend base of support.</td>
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<tr>
<td>• Conduct targeted outreach to medical mission teams located near but not actually “in” current operation locations.</td>
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### Goal
Build organizational capacity and vitality.

### Success Defined
- MedShare generates annual positive net operating revenues over expenses before GIK.
- MedShare has funded in full the Operating Reserve according to plan and annual goals.
- Generates consistent flows of revenue from diversified sources to support mission and planned growth.
- Targeted program alignment with funding partners’ priorities results in increased funding and product donations.
- MedShare is recognized as an exemplary nonprofit organization.
- MedShare maintains its role as a leader in the MSRO sector and contributes to the broader international development community.
- Increased efficiency and effectiveness in overall operations as demonstrated by reduced cost per container.
- Employees operate as “One-MedShare”.

### Objectives

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<tr>
<th>Ensure effective &amp; efficient operations.</th>
<th>Strategies</th>
<th>2013-2014 Milestones</th>
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<tr>
<td>• Develop a staff recruitment, training and retention strategy to ensure MedShare has the capacity to accomplish its mission.</td>
<td>• Developed inventory of all current position descriptions.</td>
<td>• Identified training goals for each staff member.</td>
</tr>
<tr>
<td>• Provide annual training needed for a high-performing workplace (e.g., FCPA, employment issues, and others to be determined).</td>
<td>• Conducted FCPA training for all employees.</td>
<td>• Completed inventory management needs assessment project.</td>
</tr>
<tr>
<td>• Develop and implement a technology strategy to more effectively support operations.</td>
<td>• Developed prioritized list of business process improvement opportunities.</td>
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</tr>
<tr>
<td>• Improve business processes (management, operational &amp; support) to ensure efficient execution of mission.</td>
<td>• Improved at least one process in each area (management, operational and support).</td>
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<tr>
<th>Develop “One MedShare” mindset to ensure MedShare is a fun and rewarding place to work.</th>
<th>Strategies</th>
<th>2013-2014 Milestones</th>
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<tr>
<td>• Ensure all leaders are skilled in people development, change management, and managing complexity to support the achievement of organizational goals.</td>
<td>• Provided at least two training/team building sessions for org leaders.</td>
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<tr>
<td>• Increase employee engagement (culture, cooperation &amp; responsibility) to increase commitment and job satisfaction.</td>
<td>• Provide at least 3 in-house “lunch” trainings on pertinent topics.</td>
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<td></td>
<td>• Made adjustments as necessary in</td>
<td>• Made adjustments as necessary in</td>
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MedShare Strategic Plan 2014-2018

<table>
<thead>
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<th>Objective</th>
<th>Actions</th>
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<tr>
<td>Ensure the appropriate organizational structure, training and resources are in place to support both national and local operations.</td>
<td>- Ensure the appropriate organizational structure, training and resources are in place to support both national and local operations.</td>
</tr>
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</table>
| Ensure long-term financial sustainability. | \- Develop, implement and continuously refine a robust revenue model to increase funding opportunities.  
\- Identify new, mission-appropriate sources of funding (international foundations, government, and earned income strategy).  
\- Increase support from partners by appropriately aligning MedShare’s programs and services with partner priorities.  
\- Fully fund Operating Reserve according to current plan.  
\- Close out current Capital Campaign and implement new Campaign. |
| Raise awareness locally, nationally and internationally about the unique MedShare story. | \- Enhance communication with funders to better articulate Medshare’s unique story and impact.  
\- Develop and implement public relations strategy to increase brand awareness.  
\- Develop digital media strategy to increase awareness and build support.  
\- Study and develop ways to reach international organizations to increase awareness and build support.  
\- Develop program to increase awareness of MedShare’s significant environmental impact. |
| Strengthen the current governance model to accelerate transformation to a national model. | \- Ensure the governing board has the best composition of people and skills to support the organization’s strategic direction.  
\- Clarify the role of board and staff in fundraising and development efforts.  
\- Study, enhance and refine governance structure and processes to support MedShare’s mission.  
\- Under development by Nominating & Governance Committee. |