Operational Plan Framework
To Support Strategic Plan
FY22 – FY26
**Program Committee Strategic Priorities**

*Achieving MedShare’s Full Potential*

<table>
<thead>
<tr>
<th><strong>Striving for the Greatest Impact</strong></th>
<th><strong>Program Goals and Objectives</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Focus work on those most in need globally</td>
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<tr>
<td>- Ensure flexible model to serve those most in need</td>
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<tr>
<td>- Ensure activities are aligned with overall mission</td>
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<tr>
<td></td>
<td>- Refine outcomes and goals for each program</td>
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<tr>
<td></td>
<td>- Identify strategies to achieve those goals and leverage those strategies to serve more people each year</td>
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<tr>
<td></td>
<td>- Maximize the impact of biomed equipment and the role it plays in achieving our program goals</td>
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<td>- Identify &amp; implement new areas of program focus as needed</td>
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<thead>
<tr>
<th><strong>Strategic Partnerships to Enhance Impact</strong></th>
<th><strong>Environmental Reframe</strong></th>
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</thead>
<tbody>
<tr>
<td>- Identify and engage partners within programs</td>
<td></td>
</tr>
<tr>
<td>- Identify and cultivate partners that allow MedShare to expand its reach and impact</td>
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</tr>
<tr>
<td>- Identify &amp; engage partners that will allow MedShare to expand the impact of its biomedical training and education services</td>
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<tr>
<td>- Connect donors to programs in a way that maximizes impact</td>
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<tr>
<td></td>
<td>- Enhance environmental impact statement within MedShare’s Theory of Change in light of current global environmental movements</td>
</tr>
<tr>
<td></td>
<td>- Connect MedShare’s mission and outcomes to the impact of global climate change on health outcomes</td>
</tr>
<tr>
<td></td>
<td>- Connect program goals to impacts of global climate change and its impact on health outcomes for climate refugees and health systems impacted by climate change</td>
</tr>
</tbody>
</table>
Development Committee Strategic Priorities

Achieving MedShare’s Full Potential

Cultivate New & Existing Partners To Achieve Full Potential
- Understand key partners funding priorities and how our programs can help them meet their goals
- ID partners (with and/or connected to high-net-worth individuals) with a passion for programs already aligned with our work
- Expand our network of impactful global partners who are working in-country (including the US).
- Cultivate our partners’ partners

Strengthen Communication
- Emphasis on not just delivering things (masks, gloves, etc.), but explaining how our work builds capability within communities, helps to decrease health disparities, and improves the health and well-being of the individuals that we serve
- Hone our story-telling so these concepts can be more easily understood by potential funders
- Look at new ways to increase awareness of our programs (develop program-specific stories/messaging/metrics)

Capitalize On Regional Expansion
- Identify new regional partners as well as connected individuals that can help us understand the lay of the land (e.g., hospital systems, large businesses) headquartered in target states
- Determine where in our targeted areas for growth our existing funders and partners have a presence to identify new opportunities to collaborate
- Utilize board and council members for expanding network

Strengthen Messaging Between Development & Programs
- Strengthen crossover between committees with both staff and board to ensure long term alignment in mission delivery
- Breakdown silos between the major committees, particularly development and program but also development and finance
- Identify priority areas that support messaging, including program-specific messaging that are designed specifically for development (e.g., 3 reasons to give to MedShare)
- Make sure messages used by development are systematically tested
### Finance Strategic Priorities

#### Achieving MedShare’s Full Potential

<table>
<thead>
<tr>
<th>Financial Stability</th>
<th>Financial Growth to Support Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Determine revenue and expense levels necessary to achieve our goal of reaching 5 million people</td>
<td>• Create new revenue streams inline with mission</td>
</tr>
<tr>
<td>• Focus on eliminating/reducing/redirecting non-productive assets</td>
<td>• Optimize program outputs to most cost efficient centers</td>
</tr>
<tr>
<td>• Ensure effective cost minimization without diminishing/damaging results</td>
<td>• Create and communicate regions specific value proposition to hospital systems to increase level of support (Financial &amp; GIK)</td>
</tr>
<tr>
<td>• Develop and fund, on an ongoing basis, an endowment fund</td>
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#### Risk Mitigation

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<tbody>
<tr>
<td>• Actively manage financial assets for best return, given risk level</td>
</tr>
<tr>
<td>• Continue to produce meaningful financial statements, including specific effects of new cost savings</td>
</tr>
<tr>
<td>• Maintain a short term fund to cover one year’s expenses</td>
</tr>
<tr>
<td>• Monitor restricted assets</td>
</tr>
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#### Leverage Current Assets to Optimize Reach

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<tr>
<td>• Move to “Global Green” versus “saving landfills”</td>
</tr>
<tr>
<td>• Increase level of manufacturer direct donations of medical supplies and equipment when possible</td>
</tr>
<tr>
<td>• Improve efficiencies by eliminating non-value added activities</td>
</tr>
<tr>
<td>• Rigorously review costs to improve profit margins</td>
</tr>
<tr>
<td>• Implement economies of scale by operating as One MedShare</td>
</tr>
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</table>
Nominations & Governance Committee Strategic Priorities

**Board of Trustees Membership**
- Ensure Board Member Capabilities are Aligned with Strategic Intent
- Actively develop a pipeline of qualified board members nationally and international (beyond the limits of the current orientation to distribution center locations.
  - Global Citizens
  - Influential
  - Diverse
- Provide Meaningful Cultivation & Onboarding Processes
- Market Board Membership and High Impact Service Opportunity

**Succession Planning**
- Ensure Board Officer Succession Planning and Development
  - Pipeline of Potential Officers
  - Development Framework to increase readiness
- Ensure CEO Succession Plan and Capability Matrix
  - Updated Job Description
  - Key Competences and Capabilities Identified
  - Internal versus External Assessment of talent

**Regional Council Focus & Execution**
- Reaffirm existing council policy and ensure council member selection and activities are aligned with policy
- Maximize Regional Impact Beyond Facility Locations
- Define One MedShare council member cultivation and onboarding process
- Ensure Council Member Recruitment is Linked to Strategic Intent

**Board Self-Assessment**
- Conduct Board Member Self-Assessment Every 2-Years and Develop Improvement Strategy
- Model & Embrace Continuous Improvement
- Ensure High Level of Board Member Engagement
- Ensure Duties and Responsibilities of Board Members are met and Board Members are accountable to each other
- Ensure Effective Due Diligence in Planning and Oversight of the Organization
- Always Model and Ensure Good Governance
Operational Plan Framework

- Short-term Priorities
- Annual Goals
- Key Initiatives
- Budget
Operational Plan Framework Summary to Serve 5 Million People by 2026

### Phase 1 – Establish Foundation for Growth
- Ensure Sustainable Fundraising & mission execution
- Validate Strategic Plan
- Upgrade Technology
- Expand Program Offerings
- Talent Assessment & Retention
- Continue shift from outputs to outcomes

### Phase 2 – Strategy Deployment
- Culture of Philanthropy and high performing development team (ESG/CSR/SDG)
- Strong Digital Presence
- Redefine organizational structure to better align with program focus and programmatic fundraising
- Broaden reach of “Regions”
- Align donors and partners with programs
- Cultivate potential partner acquisition
- Optimize operational throughput and footprint
- Performance based merit linked to growth
- Develop Biomed Equipment Training & Repair Expansion Strategy/Biomed Tech Volunteers

### Phase 3 – Breakthrough Goal Achievement
- Increased supply chain presence in Midwest & Southwest U.S. via acquisition or partnership
- Increase biomed procurement through acquisition and/or partnership
- Established programmatic in-country partners per geographical region – Africa, Central & South America, Asia & South Pacific and Rest of World.
- Program Managers responsible for program performance and advanced analytics
- Board composition reflecting geographical region served
- Annual Biomed Training & Repair Mission Trips
- Expand biomed equipment training and support through use of virtual delivery technology
- Expand reach of Primary Care Supply Center through on-line ordering technology

### SHORT-TERM PRIORITIES
- Increased supply chain presence in Midwest & Southwest U.S. via acquisition or partnership
- Culture of Philanthropy and high performing development team (ESG/CSR/SDG)
- Strong Digital Presence
- Redefine organizational structure to better align with program focus and programmatic fundraising
- Broaden reach of “Regions”
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- Performance based merit linked to growth
- Develop Biomed Equipment Training & Repair Expansion Strategy/Biomed Tech Volunteers

MedShare
By 2026, MedShare will serve over 5 million people.
With increased operational efficiencies, MedShare will have positive operating results.
By 2026, MedShare will raise over $17m in cash to support its operations.
Three phases to create the capacity to serve 5 million people by 2026

**Phase 1 – Optimize Current Network**
- Optimize the regional collection & sort model
- Streamline inventory and shipment planning
- Establish volunteer driven biomed processing model
- Streamline internal processes and leverage technology to improve quality and throughput

**Phase 2 – Execute and Expand**
- Establish a culture of operational excellence and continuous improvement
- Expand regional collection & sort model in SE & West
- Implement WMS technology to optimize distribution center space, throughput and labor
- Establish stand-alone biomed processing facilities
- Expand partnerships in West, SE, NE and Midwest
- Develop repeatable, program specific high impact pallet and container formats

**Phase 3 – Breakthrough Innovation**
- Expand biomed processing centers in all regions
- Increase biomed procurement through acquisition
  - Buy equipment reseller and operate as a social enterprise
- Establish regional collect & sort locations in SE and MW
- Expand biomed equipment training and support through use of virtual delivery technology
- Expand reach of Primary Care Supply Center through on-line ordering technology
Our Strategic Framework will continue to guide our Operations Plan to get to 5 in 26

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<th>Recipient Impact</th>
<th>Capital-Efficient Growth</th>
<th>Organizational Excellence</th>
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<tr>
<td>Improve the overall recipient experience  + create opportunities for greater impact</td>
<td>Ensure economic growth in support of MedShare’s mission</td>
<td>Build organizational capacity and vitality</td>
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<tr>
<td>Enhance Program Impact Models to improve in-field measurement of true impact</td>
<td>Optimize existing facilities and processes</td>
<td>Enhance staff roles and responsibilities to enable more flexible resource deployment</td>
</tr>
<tr>
<td>Develop and deploy program impact analytics to identify high impact opportunities</td>
<td>Streamline internal inventory and shipping processes</td>
<td>Broaden use of volunteers to include biomed equipment processing and staff augmentation</td>
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<tr>
<td>Develop Program Specific Equipment Suites, Rainbow Pallets, and Container Formats to maximize shipment impact</td>
<td>Distribution Center Redesign to enable increased DC throughput and higher inventory turns</td>
<td>Improve staff retention through job enhancement, skill development and merit based rewards and recognition</td>
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<tr>
<td>Leverage remote learning technology to extend the reach of biomedical training and support services</td>
<td>Add regional collection and processing facilities strategically to improve sourcing</td>
<td>Expand our culture of continuous improvement</td>
</tr>
<tr>
<td>Enhance Primary Care Supply Centers to broaden their reach and impact</td>
<td>Increase biomed processing capacity through volunteer engagement, process design, technology and partnerships</td>
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*Recipient Impact*: Improve the overall recipient experience + create opportunities for greater impact

*Capital-Efficient Growth*: Ensure economic growth in support of MedShare’s mission

*Organizational Excellence*: Build organizational capacity and vitality

**MedShare**
### Process Improvements must be focused in 3 key areas

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<th><strong>Supply Sourcing</strong></th>
<th><strong>Distribution Capacity</strong></th>
<th><strong>Maximize Program Impact</strong></th>
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<td><strong>Outputs</strong></td>
<td><strong>Activities</strong></td>
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<td>• Calculate Target Inventory Levels</td>
<td>• Skills Development Program for staff</td>
<td>• Evaluate and implement program impact measurement methods</td>
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<td>• Conduct Inventory Velocity (ABC) Analysis</td>
<td>• Inventory stocking strategy</td>
<td>• Evaluate and implement distance learning tools for biomed training &amp; support</td>
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<tr>
<td>• Forecast Demand by Category</td>
<td>• Alternative sources of supplies and equipment</td>
<td>• Conduct impact analysis to determine high impact areas to focus on</td>
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<tr>
<td>• Calculate Supply Capabilities by Category</td>
<td>• Partnership Target list</td>
<td>• Develop updated training material and media for biomed training and support service</td>
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<td>• Identify Supply Shortages</td>
<td>• Storage Requirements at each DC</td>
<td><strong>Outcomes</strong></td>
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<td>• Identify Alternative Supply Sources</td>
<td>• Sortation capacity improvements</td>
<td><strong>Short Term Outcomes</strong></td>
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<tr>
<td>• Evaluate Partnership Supply Capability</td>
<td>• Biomed processing capacity improvements</td>
<td>• New high impact program offerings</td>
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<tr>
<td>• Assess Biomed Processing Capacity and identify improvement opportunities</td>
<td>• IM processing capacity improvements</td>
<td>• Supplies and equipment prioritized based on impact</td>
</tr>
<tr>
<td>• Assess Sort Capacity and identify Improvement Opportunities</td>
<td>• New partners</td>
<td>• High impact recipient and partner profiles</td>
</tr>
<tr>
<td>• Evaluate IM Capacity and identify opportunities to streamline</td>
<td>• New geographies</td>
<td>• Virtual biomed training delivery capability</td>
</tr>
<tr>
<td>• Evaluate new supply sources/geographies</td>
<td>• New collection/sort facilities</td>
<td>• Updated recipient application</td>
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<td>• High impact recipient and partner profiles</td>
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<td>• Increased sortation, IM and biomed processing rates</td>
<td>• Partnership Target list</td>
<td>• Virtual biomed training delivery capability</td>
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<tr>
<td>• New biomed processing methods – partner, volunteer, student</td>
<td>• Storage Requirements at each DC</td>
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<td>• Supply sources capable of fulfilling 400+ shipments annually</td>
<td>• New partners</td>
<td>• Greater impact for each shipment</td>
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<td>• Supply processes and stocking strategies capable of supporting 400+ shipments/year</td>
<td>• New geographies</td>
<td>• Greater reach and impact for biomed training and support service</td>
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<td>• Biomed equipment sourcing and processing capabilities able to support 400+ shipments/yr.</td>
<td>• New collection/sort facilities</td>
<td>• New high impact program offerings</td>
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**MedShare**

### Activities
- Calculate Target Inventory Levels
- Conduct Inventory Velocity (ABC) Analysis
- Forecast Demand by Category
- Calculate Supply Capabilities by Category
- Identify Supply Shortages
- Identify Alternative Supply Sources
- Evaluate Partnership Supply Capability
- Assess Biomed Processing Capacity and identify improvement opportunities
- Assess Sort Capacity and identify Improvement Opportunities
- Evaluate IM Capacity and identify opportunities to streamline
- Evaluate new supply sources/geographies

### Outputs
- Supply sourcing gaps
- Inventory stocking strategy
- Alternative sources of supplies and equipment
- Partnership Target list
- Storage Requirements at each DC
- Sortation capacity improvements
- Biomed processing capacity improvements
- IM processing capacity improvements

### Short Term Outcomes
- New partners
- New geographies
- New collection/sort facilities
- Increased sortation, IM and biomed processing rates
- New biomed processing methods – partner, volunteer, student

### Distribution Capacity
- Facility Capacity Analysis
- Business process redesign
- Skills Assessment
- Organization design – flexibility, program aligned
- FlowTrac capability assessment
- Outsourcing evaluation
- WMS System Evaluation

### Maximize Program Impact
- Evaluate and implement program impact measurement methods
- Evaluate and implement distance learning tools for biomed training & support
- Conduct impact analysis to determine high impact areas to focus on
- Develop updated training material and media for biomed training and support service

### Long Term Outcomes
- Supply sources capable of fulfilling 400+ shipments annually
- Supply processes and stocking strategies capable of supporting 400+ shipments/year
- Biomed equipment sourcing and processing capabilities able to support 400+ shipments/yr.

### Distribution Capacity
- Skills Development Program for staff
- Updated Organization structure for operations/programs
- Updated job models
- FlowTrac modification requirements
- Process improvements
- Updated metrics and continuous improvement
- Outsource opportunity targets
- WMS System requirements

### Maximize Program Impact
- Streamlined business processes and organization
- Improved performance visibility – dashboard
- Optimized facility throughput
- Increased skills and more versatile staff

### Maximize Program Impact
- Ability for 2 existing DCs to support 400+ shipments/year
- Reduced cost/shipment
- More productive organization
- Improved shipment quality
- Improved employee retention

### Maximize Program Impact
- Greater impact for each shipment
- Greater reach and impact for biomed training and support service