



Operational Plan Framework

To Support Strategic Plan

FY22 – FY26



Program Committee Strategic Priorities
Achieving MedShare's Full Potential

Striving for the Greatest Impact

- Focus work on those most in need globally
- Ensure flexible model to serve those most in need
- Ensure activities are aligned with overall mission

Program Goals and Objectives

- Refine outcomes and goals for each program
- Identify strategies to achieve those goals and leverage those strategies to serve more people each year
- Maximize the impact of biomed equipment and the role it plays in achieving our program goals
- Identify & implement new areas of program focus as needed

Strategic Partnerships to Enhance Impact

- Identify and engage partners within programs
- Identify and cultivate partners that allow MedShare to expand its reach and impact
- Identify & engage partners that will allow MedShare to expand the impact of its biomedical training and education services
- Connect donors to programs in a way that maximizes impact

Environmental Reframe

- Enhance environmental impact statement within MedShare's Theory of Change in light of current global environmental movements
- Connect MedShare's mission and outcomes to the impact of global climate change on health outcomes
- 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

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 Messaging Between Development & Programs

- 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 Communication

- 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

Financial Stability

- Determine revenue and expense levels necessary to achieve our goal of reaching 5 million people
- Focus on eliminating/reducing/redirecting non-productive assets
- Ensure effective cost minimization without diminishing/damaging results
- Develop and fund, on an ongoing basis, an endowment fund

Financial Growth to Support Programs

- Create new revenue streams inline with mission
- Optimize program outputs to most cost efficient centers
- Create and communicate regions specific value proposition to hospital systems to increase level of support (Financial & GIK)

Risk Mitigation

- Actively manage financial assets for best return, given risk level
- Continue to produce meaningful financial statements, including specific effects of new cost savings
- Maintain a short term fund to cover one year's expenses
- Monitor restricted assets

Leverage Current Assets to Optimize Reach

- Move to “Global Green” versus “saving landfills”
- Increase level of manufacturer direct donations of medical supplies and equipment when possible
- Improve efficiencies by eliminating non-value added activities
- Rigorously review costs to improve profit margins
- Implement economies of scale by operating as One MedShare

Nominations & Governance Committee Strategic Priorities

Achieving MedShare's Full Potential

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

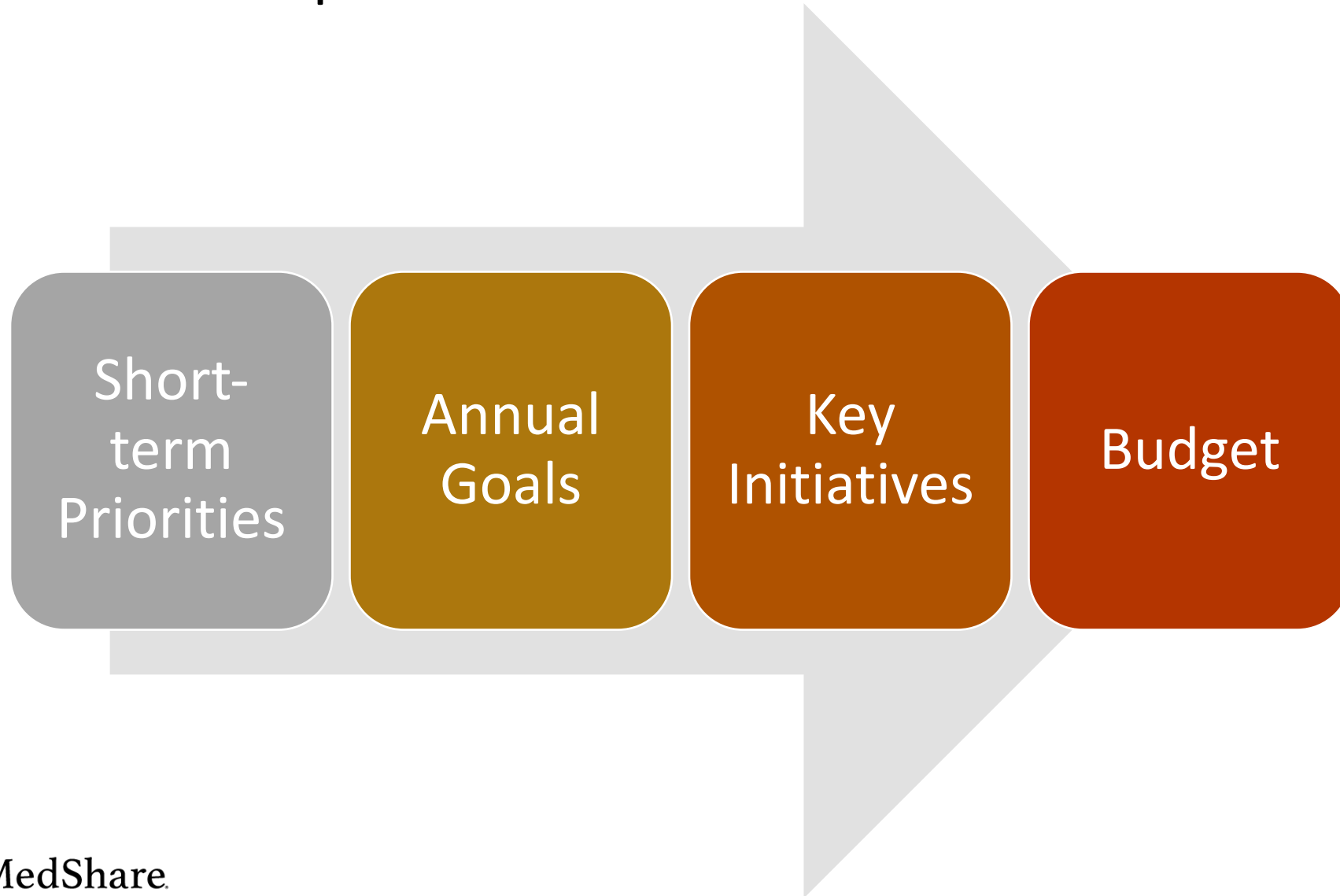
Regional Council Focus & Execution

- 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

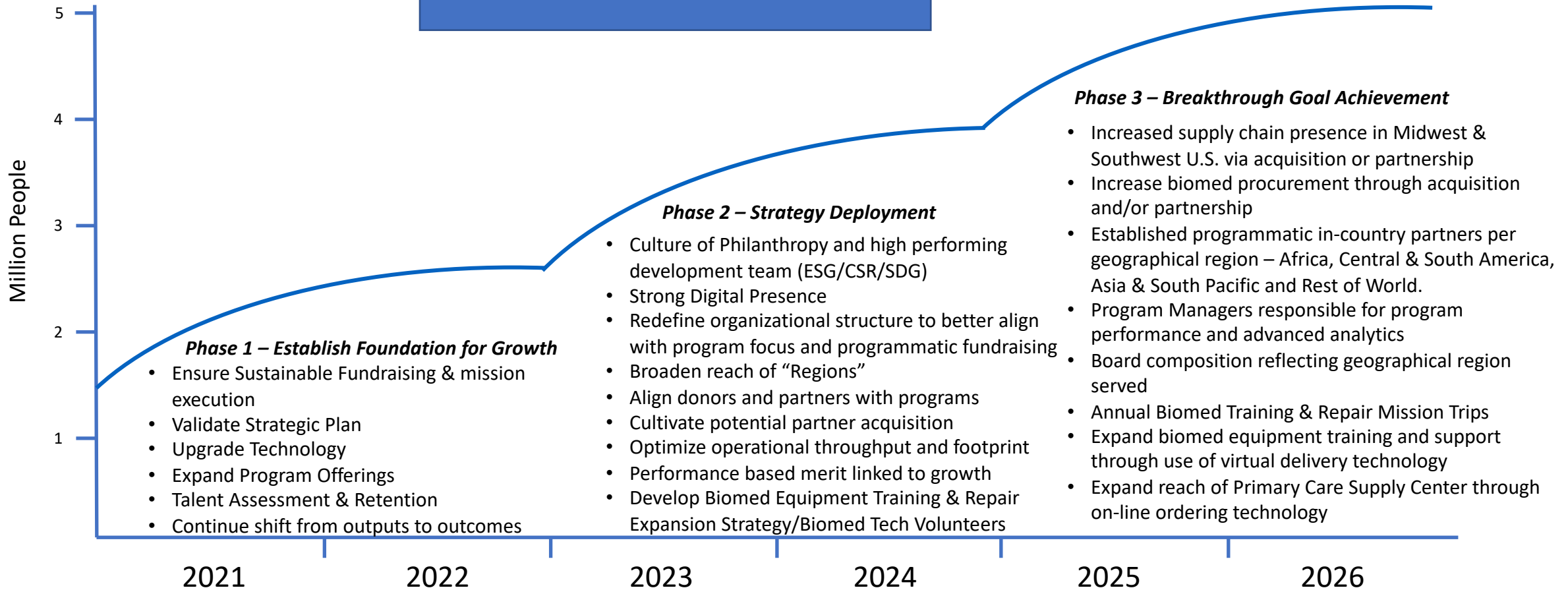
- Conduct Board Member Self-Assessment Every 2-Years and Develop Improvement Strategy
- Model & Embrace Continuous Improvement
- Ensure High Level of Board Member Engagement
- Ensure Duties and Responsibilities of Board Members are met and Board Members are accountable to each other
- Ensure Effective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

Operational Plan Framework

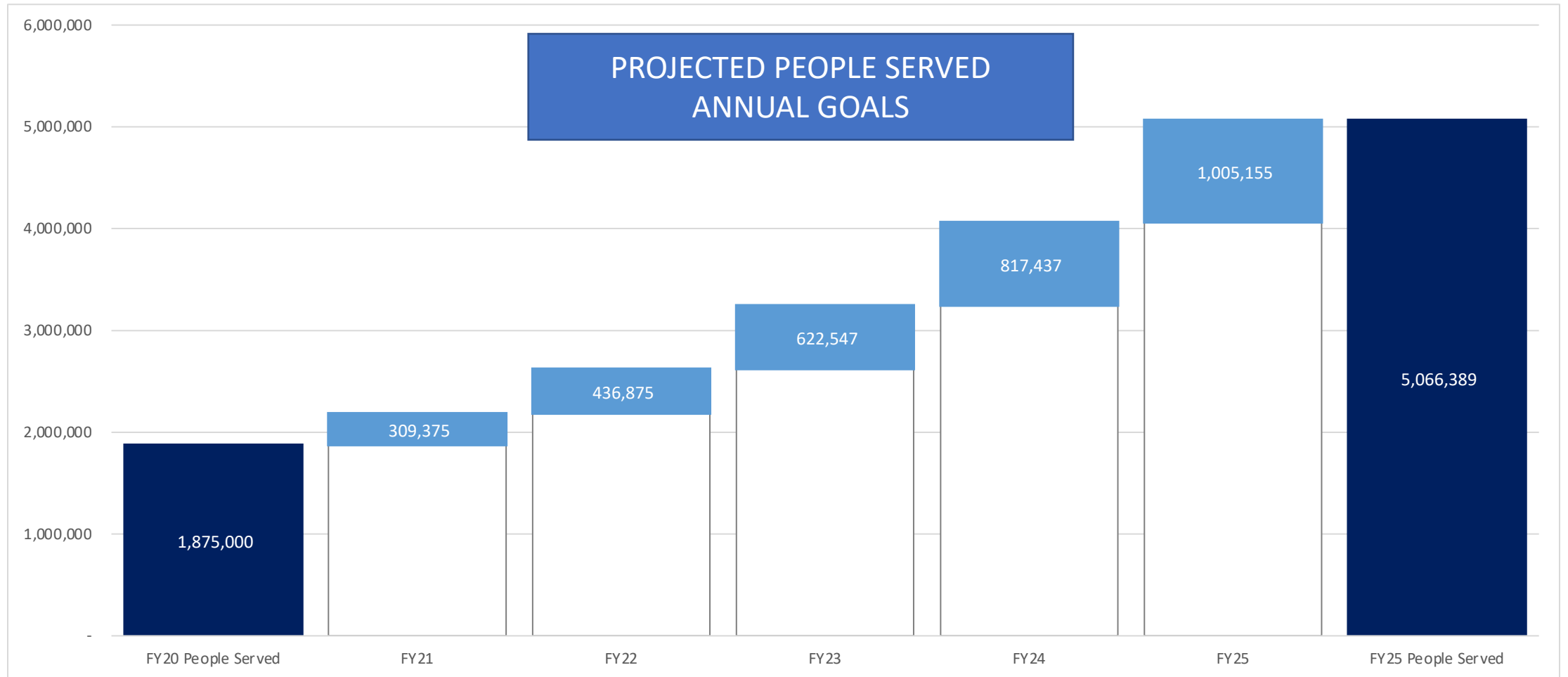


Operational Plan Framework Summary to Serve 5 Million People by 2026

SHORT-TERM PRIORITIES

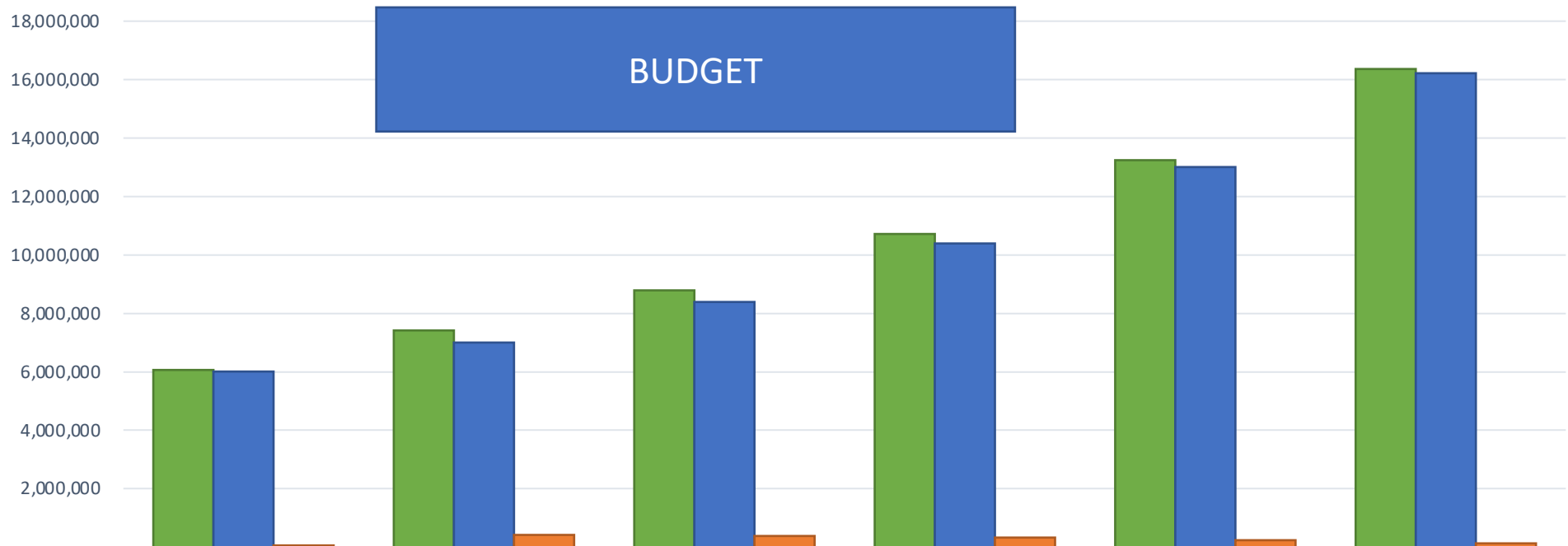


By 2026, MedShare will serve over 5 million people



With increased operational efficiencies, MedShare will have positive operating results

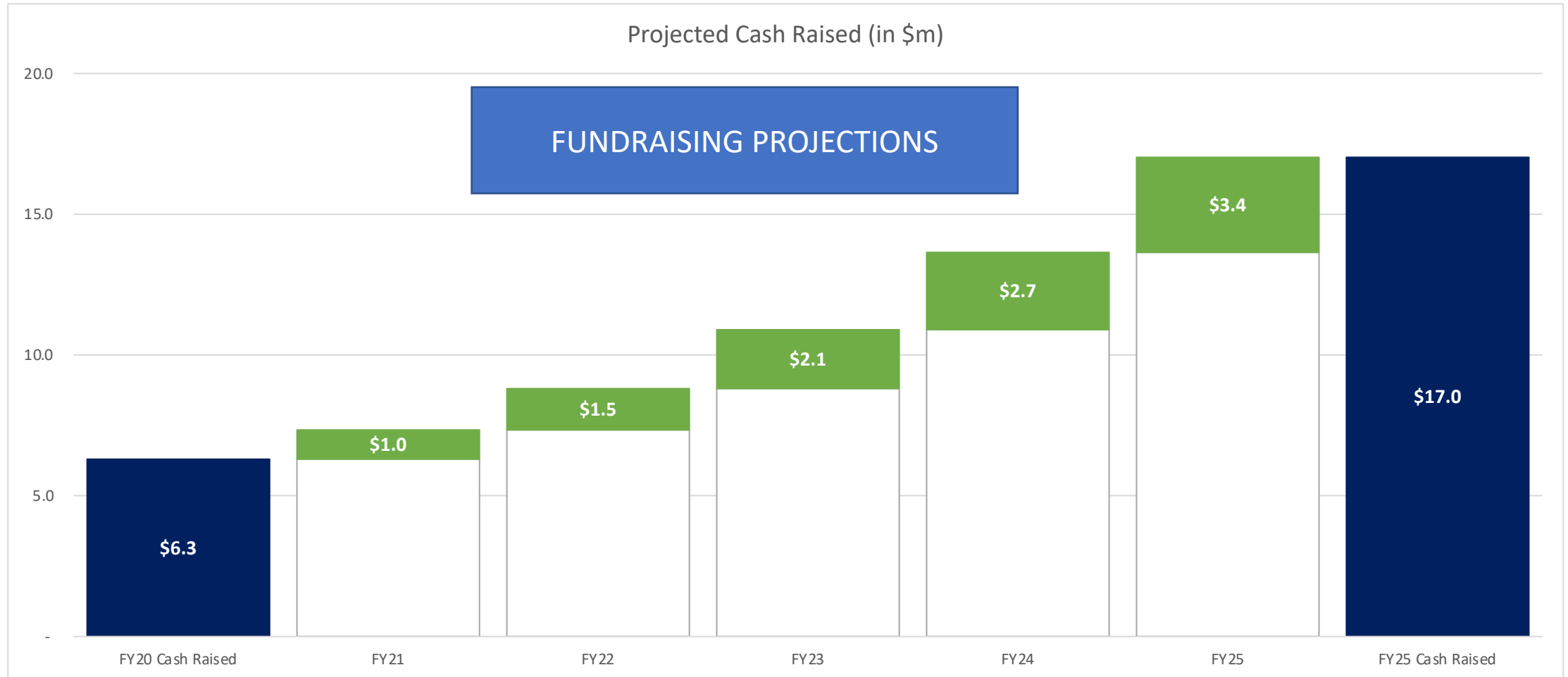
Projected Estimated Net Operating Income/(Loss)



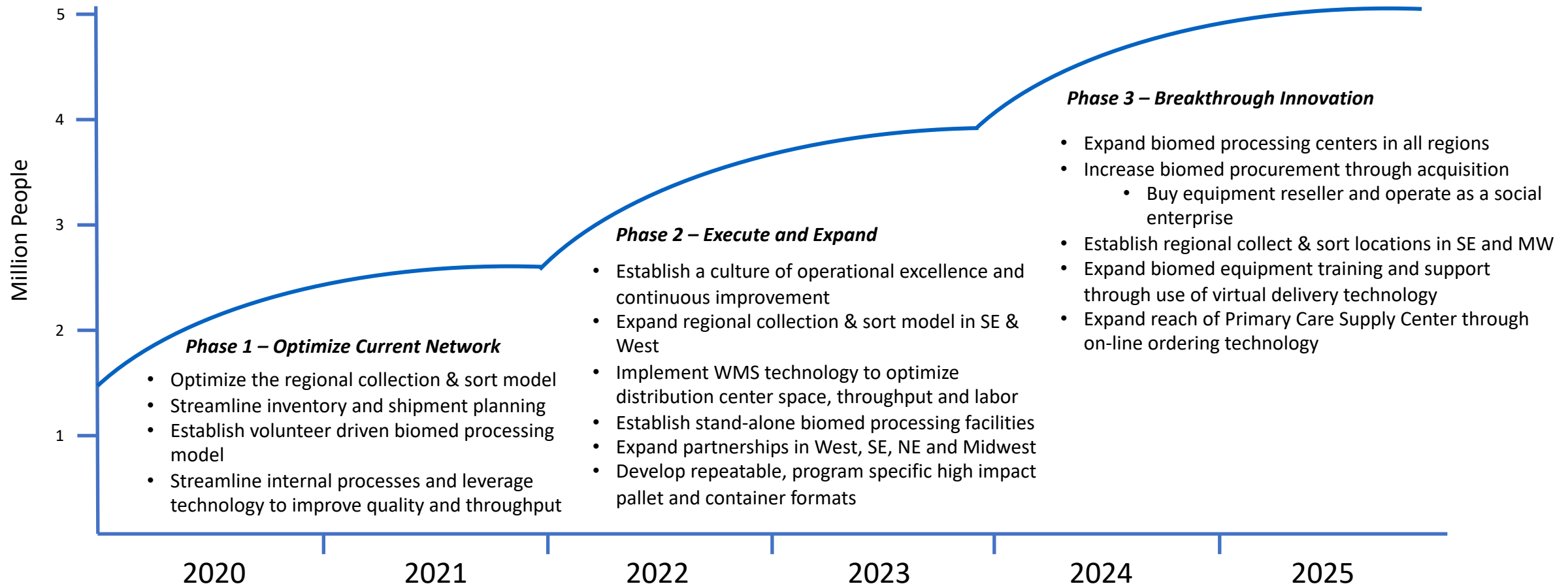
	FY20	FY21	FY22	FY23	FY24	FY25
Total Revenue	6,061,500	7,414,803	8,783,103	10,718,599	13,249,450	16,353,923
Total Expense	6,004,025	6,994,689	8,393,627	10,387,114	13,004,666	16,223,321
Net Operating Income/(Loss)	57,475	420,113	389,476	331,485	244,783	130,602

■ Total Revenue ■ Total Expense ■ Net Operating Income/(Loss)

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

Recipient Impact

Improve the overall recipient experience + create opportunities for greater impact

- Enhance Program Impact Models to improve in-field measurement of true impact
- Develop and deploy program impact analytics to identify high impact opportunities
- Develop Program Specific Equipment Suites, Rainbow Pallets, and Container Formats to maximize shipment impact
- Leverage remote learning technology to extend the reach of biomedical training and support services
- Enhance Primary Care Supply Centers to broaden their reach and impact

Capital-Efficient Growth

Ensure economic growth in support of MedShare's mission

- Optimize existing facilities and processes
- Streamline internal inventory and shipping processes
- Distribution Center Redesign to enable increased DC throughput and higher inventory turns
- Add regional collection and processing facilities strategically to improve sourcing
- Broaden network of partners nationally
- Leverage partners' logistics networks and transportation capacity if possible
- Increase biomed processing capacity through volunteer engagement, process design, technology and partnerships

Organizational Excellence

Build organizational capacity and vitality

- Enhance staff roles and responsibilities to enable more flexible resource deployment
- Broaden use of volunteers to include biomed equipment processing and staff augmentation
- Improve staff retention through job enhancement, skill development and merit based rewards and recognition
- Expand our culture of continuous improvement

Process Improvements must be focused in 3 key areas

Supply Sourcing

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

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

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

- 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

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

- 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

- 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

- New high impact program offerings
- Supplies and equipment prioritized based on impact
- High impact recipient and partner profiles
- Virtual biomed training delivery capability
- Updated recipient application
- Updated feedback and impact measurement process
- Ability to “suggest” orders based on impact and need
- Program specific suites, pallets, container formats

- Greater impact for each shipment
- Greater reach and impact for biomed training and support service

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