

1 MEDCHI, THE MARYLAND STATE MEDICAL SOCIETY  
2 HOUSE OF DELEGATES  
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4 BOT Report 3-18  
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6 INTRODUCED BY: Board of Trustees  
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8 SUBJECT: MedChi Strategic Planning  
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12 The Board of Trustees presents the MedChi 2018 Strategic Plan for approval by the House of  
13 Delegates. The full strategic planning background document was shared with the Board of  
14 Trustees and the House of Delegates electronically under separate cover.  
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16 **Purpose**  
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- 18 1. Discover ways to improve member services and increase member engagement
- 19 2. Examine opportunities for increasing efficiency, effectiveness, and accountability  
20 among staff
- 21 3. Develop a plan to achieve long term financial stability
- 22 4. Explore the big operational questions
  - 23 a. Should we move into new headquarters?
  - 24 b. Should we undergo a full rebranding?
  - 25 c. Should we consider a new management software system?
- 26 5. Examine the professional association and organized medicine industries to identify and  
27 contextualize MedChi's strengths and weaknesses
  - 28 a. What is the average renewal rate for associations by type, industry, or budget?
  - 29 b. What is the optimal number of renewal efforts for associations by membership  
30 size?
  - 31 c. What marketing channels work best in promoting awareness and acquiring new  
32 members?
  - 33 d. What are other associations, in and out of our specific industry, doing to  
34 promote membership and drive member engagement?  
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36 **Process**  
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38 In the fall of 2017, MedChi's Board of Trustees agreed to undertake an internal  
39 examination of MedChi's divisions and affiliates in an effort to identify opportunities for  
40 improvement. An external review will be utilized if needed.  
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42 A meeting with component medical society executive directors and presidents was held on  
43 October 24, 2017. Presidents' planning meetings with senior staff were held in 2018 on  
44 January 18, February 15, and March 15.  
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46 An internal strategic planning committee was created consisting of Gene Ransom, CEO;  
47 Debbie Sciabarrasi, COO; Catherine Johannesen, Director of Meetings and Events; and

1 Ginger Tinsley, Director of Membership. The group met regularly throughout early 2018  
2 to develop the background document and organize the strategic planning process. The  
3 internal planning committee worked directly with each division of MedChi to develop  
4 division goals and obtain approval for each section of the planning document.  
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6 In February 2018, a “strengths, weaknesses, opportunities, threats” survey was sent to all  
7 MedChi staff members, component executives, and board members. Staff members were  
8 asked for their departmental “wish list” and were asked to identify their biggest challenges.  
9 Responses to these surveys are included in the planning document appendix.  
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11 On March 12, 2018, the planning committee met with the large component society  
12 executive directors and MedChi division heads to review the strategic planning document.  
13 The large component executive directors met with the strategic planning staff on April 3,  
14 2018 to further discuss and develop the strategic planning document. The CEO met with  
15 the large component executive directors on May 23, 2018 to strategize further on their  
16 goals and recommendations.  
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18 Throughout the strategic planning process, the internal planning committee has striven to  
19 maximize input from and collaboration with MedChi staff, leadership, and component  
20 partners in order to develop a background document that accurately reflects the  
21 organization’s goals.  
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## 23 **Recommendations**

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25 Based upon the needs that were identified in the strategic planning process, the Board has  
26 developed the following recommendations:  
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- 28 1. Engage an outside consultant to review the MedChi-component relationship in order to  
29 maximize the potential of our unified structure.  
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- 31 2. Engage an outside consultant to analyze the MedChi building in order to determine its  
32 sustainability and potential.  
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- 34 3. Direct staff to implement the remainder of the strategic plan.  
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37 As adopted by the House of Delegates at its meeting on September 22, 2018.