

**MISSION**

The purposes of the Massachusetts Medical Society shall be to do all things as may be necessary and appropriate to advance medical knowledge, to develop and maintain the highest professional and ethical standards of medical practice and health care, and to promote medical institutions formed on liberal principles for the health, benefit and welfare of the people in the Commonwealth

**MEASUREMENTS (FY29)**

- $\geq 48\%$  of Active MA Physicians are Members (43% in 2023)
- $\geq 32.5\%$  of the Early Career ( $<45$  years old) MA physicians (non-resident/non-student) are Members (27.5% currently)
- Membership Diversity that mirrors the MA physician landscape
- Member NPS  $\geq 20$
- AMR  $\geq 34\%$  self-funding goal w/financial improvement targets as outlined in budget and long-range plan

**VISION**

To be the most trusted and respected leadership voice in health care, improving patient care and outcomes by:

- Advocating for physicians and patients
- Advancing medical knowledge
- Elevating the medical profession
- Promoting physician well-being
- Advancing health equity
- Promoting patient safety and quality health care

**MMS Commitment to Health Equity and Inclusion**

The development and execution of the strategic plan will further MMS' commitment to improving health equity and fostering inclusive environments, both within MMS and in the broader health care community.

**STRATEGIC IMPERATIVES****Grow Membership with Target Audiences**

Increase membership with an evolved value proposition relevant to group practices and early career physicians

**Optimize Membership Value and Engagement**

Align high-value benefits and services to the needs of physicians and students

**Lead in Continuing Professional Development and CME**

Be the go-to, trusted source for professional development and continuing medical education

**Drive Change with Impactful Advocacy**

Execute and effectively communicate excellence in advocacy within the private and public sectors, and in public health

**Evolve Governance and Leadership**

Focus on leadership recruitment, development, pathways, and engagement; enable efficient and effective governance

**KEY ENABLERS****Improved and Modernized Communications**

Transform MMS communications by understanding physician preferences, utilizing relevant platforms, and modernizing delivery

**Operational Discipline and Processes**

Make data-driven decisions to drive prioritization and strategic focus

