**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.

**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

**MEASUREMENTS**
- ≥48% of Active MA Physicians are Members (43% in 2023)
- Early Career (<45 yrs. old) MA Physicians make up ≥25% of non-resident/non-student members (20% in 2023)
- Membership Diversity that mirrors the MA physician landscape
- Member NPS ≥20
- AMR >25% self-funded

**MMS Anti-Racism Plan and DEI Commitment**
The development and execution of the strategic plan will further MMS’ commitment to anti-racism and diversity, equity, and inclusion.

**STRATEGIC IMPERATIVES**

- **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.

- **Optimize Membership Value and Engagement**
  Align high-value benefits and services to the needs of physicians and students.

- **Grow Membership with Target Audiences**
  Increase membership with an evolved value proposition relevant to group practices and early career physicians.

- **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.