



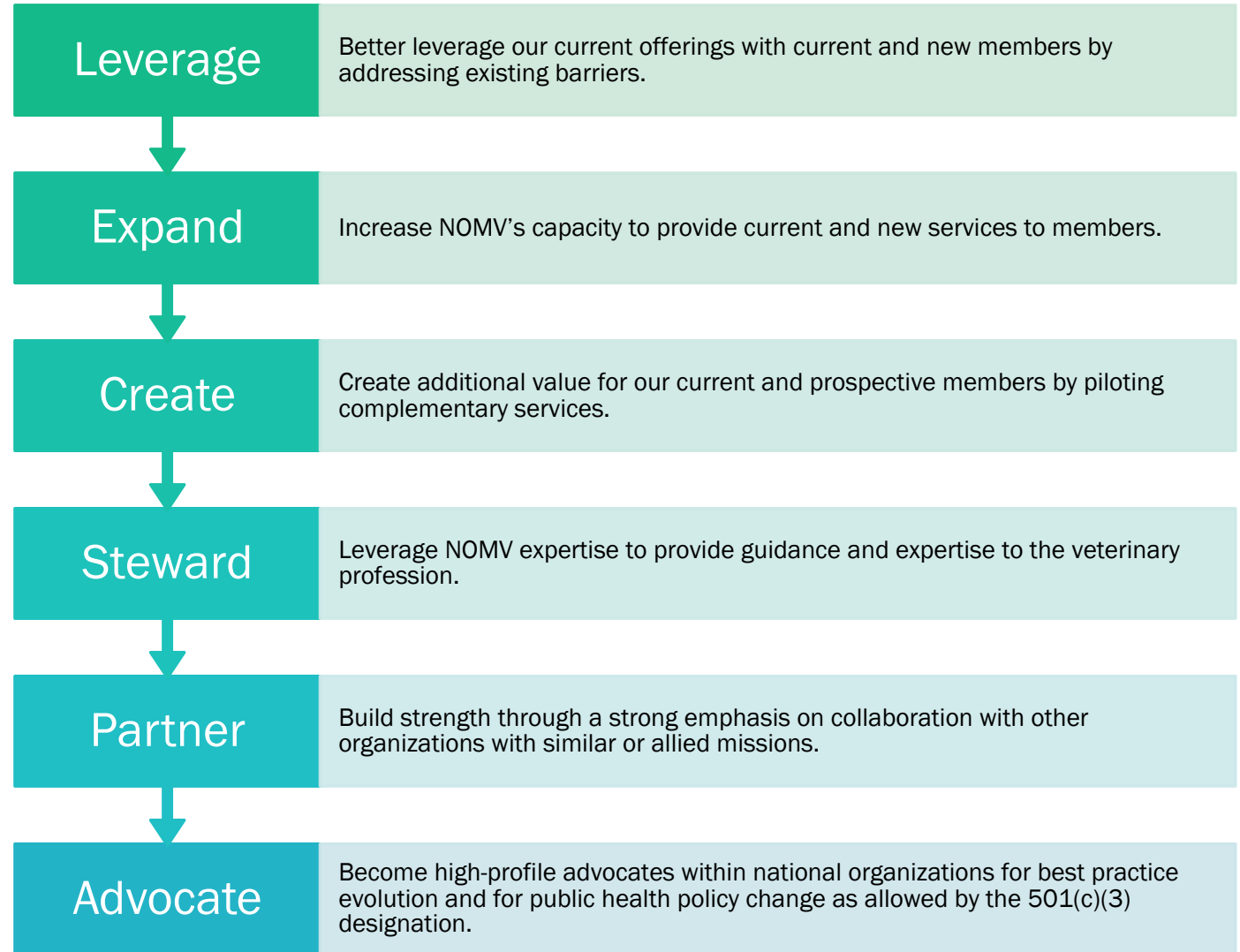
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STRATEGIC PLAN 2020-2023

# NOMV Mission Statement

NOMV will transform the status of mental wellness within the profession so veterinary professionals can survive and thrive through education, resources and support.

# Strategic Priorities and Definitions



BETTER LEVERAGE  
OUR CURRENT  
OFFERINGS WITH  
CURRENT AND  
NEW MEMBERS BY  
ADDRESSING  
EXISTING  
BARRIERS

# Leverage



### Improve Training Program

1. 100% rate of completion of the training program
2. Member survey (target metric TBD, highlight positivity)
3. Volunteer Survey (target metric TBD)



### Recruit Volunteers

1. Number of new volunteers
2. Number of volunteers on shift per day
3. Number of shifts per month per volunteer



### Retain Volunteers

1. Define “Active Volunteer”
2. Percent of total volunteers retained at 3, 6, 12, and 24 months from start date

**Strategies, Tactics, and Metrics for Strategic Priority: Leverage**  
*Objective 1: Increase training level of volunteers*

1

### Better Utilize Google Drive

1. Move content away from individual drives and onto Google Drive where they can be organized and deployed to platforms of choice
2. Training for Board Members on Drive (owner: Carrie)

2

### Better Organize and Share Information

1. Designate owner ✓ (Abby)
2. Organize existing individual lectures by Q2, 2020
3. Become RACE certified

3

### Become Multi-Platform

1. Work with Digital Empathy
2. Build timeline to become multi-platform
3. Upload lectures to member-only website
4. Make vignettes available (# TBD)

**Strategies, Tactics and Metrics for Strategic Priority: Leverage**  
*Objective 2: Better Leverage Content*

1

## Better Utilize Google Drive

Migration of current grant review process to Google Drive and Google Sheets

2

## Increase Grant Committee Responsiveness

1. Create grants listserv
2. Define procedure for evaluating applications
3. Benchmark expected time to first contact to applicant ✓ (48 hours)
4. Benchmark expected time to completion of application decision ✓ (one week)

**Strategies, Tactics and Metrics for Strategic Priority: Leverage**  
*Objective 3: Better Leverage Grants*

INCREASE  
NOMV'S  
CAPACITY TO  
PROVIDE  
CURRENT AND  
NEW SERVICES  
TO MEMBERS

Expand

1

### Define Board Responsibilities

1. Write Job Descriptions for each Board role, both current and future (Carrie to draft, reviewed on weekly Board call)
2. Come to consensus on process for adding new Board Members

2

### Create Committees

1. Establish Nominating and Finance Committees
2. 'Staff' committees
3. Create Philanthropy committee when new Board Members are added

3

### Increase Number of Board Seats

1. Set Nominating Committee schedule
2. Advertise Board opening in nonprofit and industry-specific venues
3. Nominating Committee reviews resumes and shares preferred candidates with full Board

**Strategies, Tactics and Metrics for Strategic Priority: Expand**  
*Objective 1: Expand Board Expertise and Engagement*

1

### **Discuss Role of Possible New Executive Director**

1. Review budget
2. Create hypothetical job description; determine fundraising or grant-writing role of this position
3. Determine if part-time ED makes sense (recommend considering 16- 20 hours)

2

### **Refine Budget Process**

1. Match 'in real life' expenditure and revenue categories to existing budget. Alter budget as necessary
2. Set fiscal year
3. Solidify process for reviewing budget in Finance Committee meetings (recommend quarterly to start)
4. Create process for completing annual budget

3

### **Develop Annual Report**

1. Collect data that demonstrates NOMV's impact and summarizes annual activity
2. Create report template in high-impact marketing style
3. Send to all donors, both major and grassroots

**Strategies, Tactics and Metrics for Strategic Priority: Expand**  
*Objective 2: Expand Infrastructure*

CREATE  
ADDITIONAL VALUE  
FOR OUR CURRENT  
AND PROSPECTIVE  
MEMBERS BY  
PILOTING  
COMPLEMENTARY  
SERVICES

Create

*Objective 1:  
Better  
Support  
DVM  
Students*



Liaison at veterinary schools



Survey current students



Contact VMHC/veterinary social workers

**Strategies, Tactics and Metrics for Strategic Priority: Create**

*Objective 2:  
Deploy  
Lifeboat*



Develop Roadmap



Begin app build, testing cycles



Pilot and revise features and  
Roadmap

Strategies, Tactics and Metrics for Strategic Priority: Create

*Objective 3:  
Create NOMV  
Wellness  
Ambassador  
Program*



Define Ambassador role



Sponsor retreats



Create and leverage content

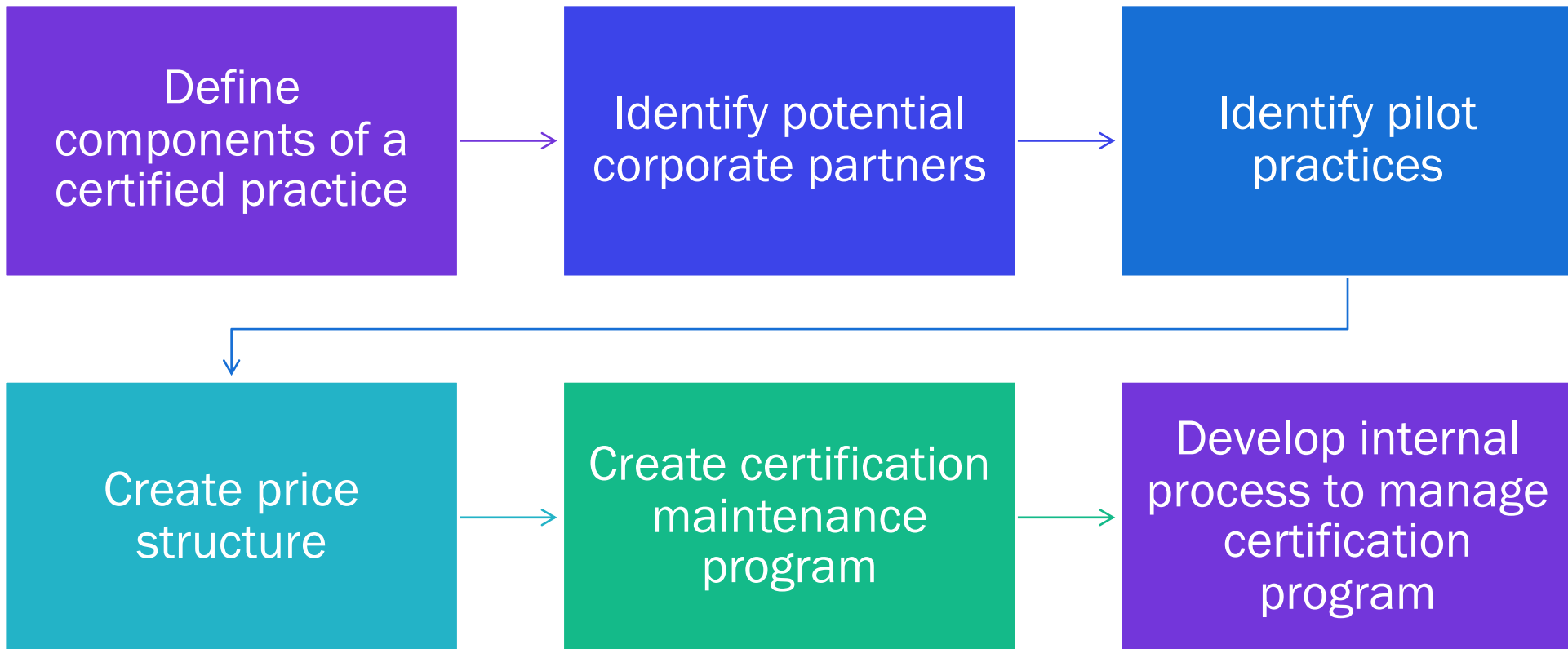


Recruit Ambassadors

**Strategies, Tactics and Metrics for Strategic Priority: Create**

# *Objective 4: Create Veterinary Practice Certification Program*

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**Strategies, Tactics and Metrics for Strategic Priority: Create**

*Objective 5:  
Develop  
Program for  
Mentorship  
of New  
Graduates*



Define new graduate ✓  
(<3 years post-graduation)



Identify costs and benefits of  
mentorship



Create sample mentorship  
contract

Strategies, Tactics and Metrics for Strategic Priority: Create

LEVERAGE  
NOMV'S  
EXPERTISE TO  
PROVIDE  
GUIDANCE AND  
EXPERTISE TO  
THE  
VETERINARY  
PROFESSION

Steward

1

### **Become a Recognized CE Provider**

1. Provide 6 hours of CE
2. Deliver lectures, sit on panels, and sponsor workshops

2

### **Sponsor Speakers at Major Conferences**

Focus on wellness and  
complementary services

3

### **Write Curricula**

1. Multiplatform sharing
2. Online CEU modules
3. Develop income stream

4

### **Boost Engagement Across Platform(s)**

1. Weekly Facebook posts focused on wellness
2. Continue strategy across all utilized platforms

**Strategies, Tactics and Metrics for Strategic Priority: Steward**

BUILD  
STRENGTH  
THROUGH A  
STRONG  
EMPHASIS ON  
COLLABORATION  
WITH OTHER  
ORGANIZATIONS  
WITH SIMILAR  
OR ALLIED  
MISSIONS

Partner

# ***Strategies, Tactics and Metrics for Strategic Priority: Partner***



**Expand Footprint Through  
Aligning with  
Organizations with  
Complementary Missions**

Add expertise through  
identified partners



**Expand Referral Network**

Create mental health  
referral list  
Link with complementary  
resources

- Financial
- Practice Operations
- Student Loan  
resources
- Others TBD

See Appendix A in strategic  
planning report for list of  
brainstormed organizations

BECOME HIGH-  
PROFILE  
ADVOCATES  
WITHIN  
NATIONAL  
ORGANIZATIONS  
FOR BEST  
PRACTICE  
EVOLUTION AND  
FOR PUBLIC  
HEALTH POLICY  
CHANGE

Advocate

# *Strategies, Tactics and Metrics for Strategic Priority: Advocate*

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**Advocacy is not presently a strategic priority**

The Board overwhelmingly felt that infrastructure, current offerings, and other goals take priority over advocacy at this point in NOMV's development



**Pillar to be revisited in the next iteration of the strategic plan (2024)**

2020-2023 will be focused on leveraging current offerings and expansion.

# Timetable: Calendar Year Q1 2020



Existing individual lectures, due to Abby by March 1



Revamp expectations for Board members and discuss how to remediate existing dynamics



Define Board Responsibilities (JDs, process for adding new members)



Discuss possible new part-time Executive Director



Better Organize and Share



Better Utilize Google Drive



Start planning for Lifeboat

# Timetable: April, 2020



Organize existing individual lectures by April 1, 2020



Increase Grant Committee Responsiveness: listserv, define procedure



Member and Volunteer survey



Work with Digital Empathy to build timeline to become multi-platform



Apply for RACE certification



Refine budget process



Create Committees, including a Philanthropy Committee and Finance Committee



Review and update Bylaws to include Committees at Board meeting



Advertise and recruit for new Board member applications

Timetable:  
May, 2020

# Timetable: June- September 2020



Nominate and interview new Board members



Create onboarding packet for new Board members



Select and onboard new Board members



Improve training program based on feedback on Volunteer and Member survey



Develop Sponsored Speaker program



Set 2021 fundraising strategy



Identify 2022 conferences for speakers



Remediate any barriers to measuring selected KPIs



Recruit new volunteers who receive updated training module



Evaluate volunteer retention annually on or about November 15th



Review progress on strategic plan and benchmark baseline KPIs in December, 2020



Evaluate Lifeboat progress



Develop Annual Report and decide on recurring release date to correspond with either Fiscal Year or Calendar Year, if different

# Timetable: Calendar Year Q4, 2020

# Timetable: 2021

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Decide upon Students' centrality to the mission



Make content available on platforms as determined through the DE Roadmap



Boost engagement Across platforms



Create NOMV Wellness Ambassador Program timeline and benchmarks



Review progress on KPI metrics annually



Deploy lifeboat

# Timetable: 2022-2023

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Create Veterinary  
Practice Certification  
Program



Develop program for  
mentorship of new  
graduates



strategic plan update in  
2024



Sponsor speakers at  
major conferences in  
2022