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

- **Leverage**: Better leverage our current offerings with current and new members by addressing existing barriers.
- **Expand**: Increase NOMV’s capacity to provide current and new services to members.
- **Create**: Create additional value for our current and prospective members by piloting complementary services.
- **Steward**: Leverage NOMV expertise to provide guidance and expertise to the veterinary profession.
- **Partner**: Build strength through a strong emphasis on collaboration with other organizations with similar or allied missions.
- **Advocate**: Become high-profile advocates within national organizations for best practice evolution and for public health policy change as allowed by the 501(c)(3) designation.
LEVERAGE BETTER OUR CURRENT OFFERINGS WITH CURRENT AND NEW MEMBERS BY ADDRESSING EXISTING BARRIERS
Strategies, Tactics, and Metrics for Strategic Priority: Leverage

Objective 1: Increase training level of volunteers

1. 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)

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

3. Retain Volunteers
   1. Define “Active Volunteer”
   2. Percent of total volunteers retained at 3, 6, 12, and 24 months from start date
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
Better Utilize Google Drive
Migration of current grant review process to Google Drive and Google Sheets

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
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

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

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
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)

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

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
Objective 1: Better Support DVM Students

Strategies, Tactics and Metrics for Strategic Priority: Create

- Liaison at veterinary schools
- Survey current students
- Contact VMHC/veterinary social workers
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

Define components of a certified practice

Identify potential corporate partners

Identify pilot practices

Create price structure

Create certification maintenance program

Develop internal process to manage certification program

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
# Strategies, Tactics and Metrics for Strategic Priority: Steward

<table>
<thead>
<tr>
<th>1</th>
<th>Become a Recognized CE Provider</th>
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<tbody>
<tr>
<td>1.</td>
<td>Provide 6 hours of CE</td>
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<td>2.</td>
<td>Deliver lectures, sit on panels, and sponsor workshops</td>
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<th>2</th>
<th>Sponsor Speakers at Major Conferences</th>
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<tr>
<td>Focus on wellness and complementary services</td>
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<th>3</th>
<th>Write Curricula</th>
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<tbody>
<tr>
<td>1.</td>
<td>Multiplatform sharing</td>
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<td>2.</td>
<td>Online CEU modules</td>
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<td>3.</td>
<td>Develop income stream</td>
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<th>4</th>
<th>Boost Engagement Across Platform(s)</th>
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<td>1.</td>
<td>Weekly Facebook posts focused on wellness</td>
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<tr>
<td>2.</td>
<td>Continue strategy across all utilized platforms</td>
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Partner

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

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: 2021

- 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

- Create Veterinary Practice Certification Program
- Develop program for mentorship of new graduates
- Strategic plan update in 2024
- Sponsor speakers at major conferences in 2022