



**Transplant Recipients International Organization, Inc.**  
**Strategic Plan**

**Board Approved**  
**September 28, 2012**



# TRIO Mission

TRIO is a non-profit international organization committed to improving the quality of lives touched by the miracle of transplantation through **support, advocacy, education, and awareness.**



# TRIO Vision

**TRIO is widely recognized and respected as the leading voice of transplantation, representing donors, candidates, recipients and their families. Through the TRIO national office and a network of chapters and members-at-large, TRIO serves its members in the areas of:**

- **Support**

Providing support to transplant candidates, recipients, donors, and their families to help alleviate the stresses and problems associated with the process.

- **Advocacy**

Making the concerns and needs that affect the welfare of transplant candidates, recipients, their families and donor families known to federal, state and local government bodies. Effectively communicating the views of transplant candidates, recipients, their families and donor families on issues in the field of transplantation and organ and tissue donation to the general public.

- **Education**

Providing transplant candidates, recipients, donors, and their families with current information on developments in organ and tissue donation, transplantation, medications, social issues, and finances. Informing transplant candidates, recipients, their families and donor families on initiatives in the transplantation field by federal, state, and local government bodies.

- **Donor Awareness**

Promoting organ and tissue donation as an important social responsibility. Developing and supporting mechanisms to improve the availability of organs and tissues on an equitable basis to meet the needs of transplant candidates.



# Overview of Goal and Strategy Framework

## **Goal 1. Increase Capital Resources**

- Human
- Financial

## **Goal 2. Enrich Internal Communications**

## **Goal 3. Instill “One TRIO” Culture**

## **Goal 4. Ensure TRIO’s Strategic Plan’s effectiveness**



# Goal 1

Increase Capital Resources  
(Human, Financial)



# Goal 1

## Increase Capital Resources

### - Human Resources

- **Objective: Grow membership base**
  - Reach out to recover inactive names as members
  - Grow the number of TRIO chapters
  - Grow the number of new members



# Goal 1

## Increase Capital Resources - Human

### **Objective: Grow membership base**

1. Reach out to recover inactive names as members
  - a. Reconnect with known TRIO past members, inviting them to rejoin TRIO using a team of phone callers and the national membership database (approx 5,300 names with 4,600 inactive as of 3/12) as a source of contacts
  - b. Recruit and train members of local chapters to reach out to inactive members associated with their chapter (approximately 1800 inactive names associated with active chapters as of 3/21) and update back to national.
  - c. Recruit and train a “call team” to contact the inactive MALs [note – no apostrophe] (approximately 1900 as of 3/12) and inactive members from inactive chapters (approximately 900 as of 3/12) and update back to national.
  - d. Develop phone caller script for chapters and caller teams by Nov 1, 2012
  - e. Have chapter volunteers and caller teams provide interim updates to national by December 31, 2012.
  - f. Cleanup national database to include only active members and valid contact information based on feedback from this outreach process as identified through Dec 2013
  - g. Target: 5% recovery (i.e. 230 of the 4,600 inactive database names) of past members into dues paid members – based on what can be accomplished with this database by end of 2012, re-evaluate effort vs. results before setting future realistic goals
  - h. Develop chapter “best practice” document for retaining and engaging members based on work at 2012 Leadership Summit workshop (Sept 2012) and updated based on feedback from chapters and contacts made in this outreach process



# Goal 1

## Increase Capital Resources - Human

### **Objective: Grow membership base (cont'd)**

2. Grow the number of TRIO chapters (in June 2012 there are 13 US and 1 international active chapters)
  - a. In reconnecting with known TRIO past/present members (see Objective #1), survey to find if they were members of earlier chapters that no longer are active TRIO chapters to identify potential chapter recovery opportunities
  - b. If these “past” members have relocated, invite them to become new “contact points” for possible new chapter development or, if they have become part of a support group in their new location, invite that group to be the basis for a new chapter
  - c. Revitalize the existing “chapter development committee” with leadership and detailed plan of action
  - d. Support local groups with a “chapter mentor” where potential for forming a new TRIO chapter exists, using the “ABC’s of Chartering a TRIO Chapter” as a guide
  - e. Recruit and train TRIO members/leaders (such as chapter presidents and past presidents) to be “new chapter mentors”
  - f. Invite “contact point” or “local support group” leaders to attend events such as Leadership Summits – on scholarship if they become dues paid TRIO members (MAL’s)
  - g. Target: one new chartered or recovered chapter each 6 months (ongoing time frame)





# Goal 1

## Increase Capital Resources - Human

### **Objective: Grow membership base (cont'd)**

3. Grow the number of new members
  - a. Encourage growth by offering chapter with greatest percentage increase annually (by March 1<sup>st</sup>) recognition in newsletter, website and e-news; develop incentives/rewards such as payment of up to \$500 for 1 member's attendance at next leadership summit.
  - b. Promote membership growth and incentives via newsletter, e-blasts, website, FB and Presidents' Call.
  - c. Target: increase membership 10% per year (70 in 2012/13), or approximately 20 new members each quarter
  - d. Membership/Chapter Development committee to develop and track action plan in support of above goals for presentation at 2013 Leadership Summit event
  - e. Engage an existing member to take leadership role (a "volunteer coordinator"?), asking for suggestions from chapter presidents and board members.



# Goal 1

## Increase Capital Resources

### -Financial Resources

- **Objective: Improve Financial Position and Stability**
  - Increase overall “net income” annually by 10%
  - Control operating expenses



# Goal 1

## Increase Capital Resources - Financial

### **Objective: Improve Financial Position and Stability**

1. Increase overall “net income” annually by 10%  
(e.g. 10% over 2011’s \$17k net income = \$18,700 2012 net income)
  - a. Increase dues revenue through membership growth
  - b. Grow advertising revenue by 5 % with new clients
  - c. Grow grant revenue by 10% with support of grant research team and increased focus/time by MSD
2. Control operating expenses
  - a. Find grant sources to offload select budgeted operations
  - b. Manage all projects within approved budgets  
(i.e. Leadership Summit, Transplant Library, PCP)
  - c. Finance committee to investigate ways to reduce current expenses with recommendations before the new annual budget is prepared
  - d. Track actual income and expenses in relation to annual budget with quarterly reports to board and timely corrective action when necessary



# Goal 2

Enrich

Internal Communications



# Goal 2

## Enrich Internal Communications

- **Objective: to support the other goals/objectives with effective internal communications to all members**



# Goal 2

## Enrich Internal Communications

**Objective: to support the other goals/objectives with effective internal communications to all members**

1. Ensure timely Lifelines (quarterly), e-blasts (monthly to BoD, chapter presidents, MAL's and general membership), and web communications
2. Solicit member input through regular simple surveys (electronic Survey Monkey type tool/reports)
3. Grow the TRIO web site content to make it a richer resource for member & chapter use
4. Promote all communications to full TRIO member list through local chapter support and general outreach, growing the number of member e-mail addresses in our membership database to ensure maximum penetration of messaging at least cost
5. Include e-mail address data collection in the database cleanup process of Objective 1



# Goal 2

Enrich Internal Communications (cont'd)

**Objective: to support the other goals/objectives with effective internal communications to all members**

6. Solicit chapter/member activity photos for use in making all TRIO communications more member focused
7. Implement plan to unify the quality, “look and feel” of all TRIO communications (“One TRIO”) with web redesign etc. as needed
8. Establish process of monthly personal phone call communication with chapter presidents by TRIO executive leadership (each assigned specific chapters to call, rotating assignments quarterly) with specific agenda – implement by Oct 1, 2012
9. Establish a network of “chapter champions” by key subject areas to provide direct updates to chapter meetings/members and solicit feedback from same – implement by Jan 1, 2013



# Goal 3

Instill  
“One TRIO”  
Culture





# Goal 3

## Instill “One TRIO” Culture

- **Objective: to make “A TRIO member is a TRIO member” a cultural reality throughout the TRIO organization by 1/1/13**
- **Objective: Increase membership engagement in using TRIO services**



# Goal 3

## Instill “One TRIO” Culture

**Objective: to make “A TRIO member is a TRIO member” a cultural reality throughout the TRIO organization by 1/1/13**

(i.e. TRIO not seen as two different groups, one local chapter and one national - all “One TRIO”)

1. Educate through ongoing member communications the “One TRIO” culture message (Lifelines, E-blasts, video message)
2. Ensure chapters are not confusing members with “local dues” and separate “national dues” language or check-offs in their local dues collection process  
(i.e. clarify that “\$10 of TRIO membership dues goes to support the national office”)
3. Work with chapter leadership to ensure understanding and support, identifying and addressing issues that surface
4. Encourage increased participation of TRIO members in national board, committees, use of services, “chapter champions”, and events to dissolve any remaining perceived two organization membership culture



# Goal 3

## Instill One TRIO Culture (cont'd)

### **Objective: Increase membership engagement in using TRIO services**

1. Review existing and potential member services and their value to members via an ad hoc Member Services committee by 10/30/12
2. Solicit member input by conducting a new member survey to update results from that done in 2010 by 1/31/13
3. Review survey results to determine possible additional services that meet the needs identified from the survey feedback by 3/31/13
4. Develop plan and resources to support new services based on committee recommendations from this process by 4/30/13
5. Measure member engagement after new services are added by 12/31/13



# Goal 4

## **Ensure TRIO's Strategic Plan's effectiveness**

- Objective: make plan real and “living” for the long term



# Goal 4

## Ensure TRIO's Strategic Plan's effectiveness

### Objective: make plan real and “living” for the long term

1. TRIO president and MSD to review plan vs. action monthly
2. Strategic Plan committee to review quarterly by phone call with written report at quarterly board meeting of progress against plan and issues as they arise
3. Formal report and updated plan to be developed and presented for board discussion and approval of updated Strategic Plan at annual meeting (creating a “rolling plan” to avoid another decade (and more) between strategic plans)