

Strategic Plan 2021 through 2025



MISSION

Musicians On Call brings live and recorded music to the bedsides of patients, families and caregivers in healthcare facilities.

VISION

A world filled with the healing power of music.

VALUES

- Community:** The strength of our team and the people we work with to achieve our mission is our highest priority.
- Excellence:** We strive for the highest quality in everything that we create.
- Compassion:** Everything we do will come from a place of love for one another and being a champion for the people we serve and work alongside.
- Innovation:** We are constantly creating, developing and implementing new processes and infrastructure to increase efficiency and effectiveness.
- Inclusivity:** We strive to engage and serve people from diverse backgrounds and cultures through our programs, and use the inclusivity of music to bring people together.



In 2019, building on the success of its 20th anniversary, a strategic planning process began only to be paused by the global pandemic.

In the summer of 2020, with a shift to virtual programs complete and volunteers, donors and staff collaborating to ensure that the healing power of music continued, Musicians On Call revived its planning process.

The first step was recruiting a blue-ribbon strategic planning committee comprising former board members, board members, staff, volunteers and donors.

The strategic planning committee reviewed input from more than 500 individuals representing diverse constituencies and evaluated background including historical data, program information, trends and financial information.

Through engaging planning sessions and interactions between them, the committee reviewed Musicians On Call's mission, vision and values and discussed potential priority areas to focus on, along with goals to achieve.

The strategic priority areas were defined as:

- Build Brand and Communications
- Grow Programs
- Deepen Relationships
- Increase Diversity and Inclusion



The committee adopted the plan outlined here, and the plan was approved by the Musicians On Call board in January 2021. Keeping the committee and board engagement strategic in nature, Musicians On Call has developed staff teams to ensure that the plan is actionable, with measurable objectives and supporting action items, as well as resource implications, accountability and deadlines.



Musicians On Call also has an implementation guide in which the plan progress is regularly updated by staff leaders and shared with the board at each of its quarterly meetings. In addition, a communications plan has been developed to roll out Millions of Moments to Musicians On Call's key constituencies and keeping them informed of the progress.

STRATEGIC PRIORITY AREAS AND GOALS

BUILD BRAND AND COMMUNICATIONS

Enhancing external communications and building the Musicians On Call brand.

- Enhance communications with key constituencies.
- Connect with more influencers, including diverse artists of varying genres and followings.
- Build the Musicians On Call brand to become more recognizable nationally.
- Visibly model diversity and inclusion in our communications and branding.

GROW PROGRAMS

Continue program expansion to meet the growing needs of patients, families and caregivers.

- Implement the cutting-edge portal to transform in person and virtual program delivery.
- Expand in-person and virtual visits domestically and outside of the U.S.
- Explore opportunities for other program services, including earned revenue.
- Maintain the highest quality, safety and personal connection in all programming.



DEEPEN RELATIONSHIPS

Grow partnerships and fundraising to ensure sustainability and expand the reach of Musicians On Call.

- Enhance fundraising with a long-term relationship-based approach that builds community.
- Further utilize data to deepen relationships and improve success.

INCREASE DIVERSITY AND INCLUSION

Ensure that diversity and inclusion are integral to the culture of Musicians On Call.

- Develop and implement a diversity and inclusion plan, with benchmarks for diversity in communities served, board, staff and volunteers.

STRATEGIC PLANNING COMMITTEE

Mitch Glazier, *Chair
Chairman and Chief Executive
Officer
RIAA
Washington, D.C.*

Camille Cain Barnes
*Owner
CCB Events
Dallas, TX*

Charlie Cook
*VP/Country Formats
Cumulus Media
Nashville, TN*

Tim Goux
*Founder/CEO
CareRise
Mandeville, LA*

Kelli Haywood
*Owner
KCH Entertainment
Nashville, TN*

Michelle Klinger
*Philanthropist
Miami, FL*

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Diane Pearson
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Tim Scarvey
*Retired Senior Vice President
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Jeff Solomon
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