

2026 - 2028 STRATEGIC PLAN

Mobilizing health professionals and advocates to
reduce red meat consumption for a healthier world.



Greetings,

Physicians Against Red Meat (PhARM) was founded in 2016 to address the health and environmental harms of red meat consumption. What began as a volunteer-led effort rapidly evolved into a growing voice for change. By 2024, PhARM was reaching more than 20,000 physicians nationwide through its weekly newsletter and had garnered over a million video views on social media. In 2025, bolstered by new leadership and a formal structure, the organization broadened its impact, launched a preliminary strategic plan that emphasized engagement beyond the medical profession, and secured critical funding to advance its mission.

PhARM's 2026–2028 strategic plan reflects collaboration, rigorous evidence review, and a deep commitment to reducing red meat consumption for healthier people and a healthier planet.

Grounded in our core values—evidence-based, prevention, inclusion, collaboration, and empowerment—this plan reflects our collective ambition to move beyond incremental change, setting a bold course to mobilize health professionals and advocates in new and innovative ways. The vision we share—of a world in which red meat consumption is greatly reduced—has never been more urgent given the mounting challenges we face.

The strategic plan outlines four priorities: Advocate, Educate, Engage, and Grow. Through advocacy, we will influence policy, exemplified by our flagship goal of advancing clear front-of-package cancer warning labels on packaged processed meats. Through education, we will equip health professionals and advocates with knowledge and tools to promote dietary change. Through engagement, we will build a network and develop strategic partnerships to advance shared goals. Through growth, we will strengthen organizational capacity, governance, and funding to secure PhARM's ability to deliver on its mission for years to come.

Our strategy is ambitious yet actionable, underpinned by specific, measurable objectives that will hold us accountable and demonstrate our impact. These next years will demand hard work, creativity, and resilience—but also offer opportunities for leadership, collaboration, and historic progress.

The Board of Directors is confident in our dedicated team, partners, and supporters whose passion has brought us to this pivotal moment. This plan is our roadmap and rallying cry as we turn vision into results, leading the movement for reduced red meat consumption. Thank you for your commitment—together, we can create a healthier world.



Michael J. Martin, MD, MPH, MBA



Mission, Vision, Values, and Purpose



MISSION

To mobilize health professionals and advocates to reduce red meat consumption for healthier people and a healthier planet.



VISION

A healthier world in which red meat consumption is greatly reduced.



VALUES

- **Evidence-Based:** We ground our work in rigorous, credible scientific evidence.
- **Prevention:** We address red meat as a root cause to prevent disease and environmental degradation.
- **Inclusion:** We promote harm reduction and gradual dietary shifts that consider cultural, economic, and social realities.
- **Collaboration:** We build networks and work alongside diverse partners to maximize our collective impact.
- **Empowerment:** We equip health professionals and advocates with knowledge and tools to drive positive dietary change.



PURPOSE

We exist to advance red meat reduction as an immediate, evidence-based, and practical solution to protect the health of people and the planet.

Situational Analysis

Red meat consumption poses significant concerns for public health and environmental sustainability. Numerous studies link high intake of red and processed meats to increased risks of cardiovascular disease, cancer, type 2 diabetes, kidney disease, premature death, antibiotic resistance, and foodborne illness. In addition, red meat production substantially contributes to greenhouse gas emissions, resource depletion, air pollution, deforestation, soil degradation, water pollution, and biodiversity loss.

Although U.S. red meat consumption has shown a modest decline, domestic production remains exceptionally high, totaling nearly 55 billion pounds of beef and pork in 2024—a one percent increase over the previous year.

These risks and trends underscore the need for leadership that integrates policy advocacy, nutrition education, and community engagement to shift consumption toward healthier, plant-based foods.

With this broader context in mind, PhARM launched a strategic planning process in December 2024 to guide the organization from 2026 to 2028. Through planning meetings with leadership and stakeholders, review of accomplishments, organizational and market analyses, input from newsletter recipients, and assessment of the broader political and social landscape, PhARM developed a plan with four strategic priorities.

STRATEGIC PRIORITIES



ADVOCATE

Influence policies to reduce red meat consumption.



EDUCATE

Equip health professionals and advocates with knowledge and resources to raise awareness and promote dietary change.



ENGAGE

Build a network of stakeholders and develop strategic partnerships to advance shared goals.



GROW

Strengthen organizational capacity, governance, and funding to sustain PhARM's mission.

Advocate

Influence policies to reduce red meat consumption.



Objective 1: Champion the introduction and passage of a congressional bill requiring cancer warning labels on processed meat packaging.

Objective 1 Outcome: Americans are informed about cancer risks linked to processed meat, resulting in behavioral shifts that leads to reduced consumption.

Key Measurements

- Introduction and committee assignment of bill.
- Number of legislative co-sponsors and individual and organizational endorsements secured.
- Media reach and public engagement: earned media coverage, public comments, testimonies.
- Progression through committee and floor votes.
- Passage and implementation of legislation.

Objective 2: Advance at least two additional policy initiatives (e.g., incentives for plant-based foods, institutional restrictions, sustainability standards, dietary guidelines) that reduce red meat consumption.

Objective 2 Outcome: New policies and standards are adopted that reduce red meat consumption.

Key Measurements

- Number and diversity of policy initiatives launched or completed: local, state, or federal.
- Stakeholder engagements: endorsements, coalition partners, testimonies.
- Advocacy actions: testimonies, public comments, lobby visits, action alerts.
- Policy progression: drafts, amendments, votes, enactment.
- Media reach: earned media coverage, digital impressions, engagement rates.

Educate

Equip health professionals and advocates with knowledge and resources to raise awareness and promote dietary change.



Objective 1: Publish a comprehensive book synthesizing scientific evidence on the harms of red meat.

Objective 1 Outcome: The book informs policy decisions and dietary recommendations, and motivates readers to replace red meat with healthier, plant-based foods.

Key Measurements

- Completion of manuscript and publication with a reputable publisher.
- Number of copies distributed (digital/print).
- Citations in media, policy documents, and academic work.
- Speaking invitations or consulting requests resulting from the book.

Objective 2: Create and distribute educational materials (fact sheets, webinars, newsletters, recipes, social media content) on the harms of red meat and on healthier, plant-based foods.

Objective 2 Outcome: Health professionals and advocates use these resources to educate the broader public and to reduce red meat consumption.

Key Measurements

- Number of fact sheets developed and downloads/views.
- Webinar registration and attendance.
- Newsletter subscribers and open/click rates.
- Number of plant-based recipes produced and downloads/views.
- Social media reach: followers, engagement, impressions.

Engage

Build a network of stakeholders and develop strategic partnerships to advance shared goals.



Objective 1: Build a diverse network of health professionals and advocates committed to reducing red meat consumption.

Objective 1 Outcome: Network members share information, coordinate advocacy efforts, and speak collectively for red meat reduction.

Key Measurements

- Number of new individuals and organizations met with and recruited.
- Network composition: diversity by stakeholder type, geography, sector, or discipline.

Objective 2: Partner with stakeholders on shared policy and educational initiatives.

Objective 2 Outcome: Partnerships result in policy advances, co-branded resources, and coordinated advocacy campaigns.

Key Measurements

- Initiatives launched or completed: campaigns, projects, advocacy actions.
- Co-branded resources or tools created.
- Partner satisfaction of collaboration (surveys, feedback).

Objective 3: Establish PhARM as the leading voice on red meat reduction.

Objective 3 Outcome: PhARM's expertise shapes public discourse and policy decisions on red meat consumption.

Key Measurements

- Requests for PhARM expertise: consultation, leadership, expert input.
- Citations in media, academic publications, and policy documents.
- Invitations: media appearances, speaking engagements, legislative briefings, expert panels.

Grow

Strengthen organizational capacity, governance, and funding to sustain PhARM's mission.



Objective 1: Recruit and develop a diverse board that provides strategic governance and supports fundraising.

Objective 1 Outcome: The board provides effective governance, advances fundraising goals, and expands strategic partnerships.

Key Measurements

- Board composition: diversity by background, expertise, demographics.
- New board members: recruited, onboarded, and trained.
- Board meeting attendance and participation rates.
- Board training, self-assessment, and succession planning completed.
- Board contributions to fundraising and advocacy.
- Board and team member satisfaction with governance (surveys, feedback).

Objective 2: Diversify and increase funding to support all strategic priorities.

Objective 2 Outcome: Funding grows and diversifies to support current operations and new initiatives.

Key Measurements

- Funding sources: grants, donations, earned income, sponsorships, events.
- Year-over-year revenue growth.

Objective 3: Invest in technology, systems, and team members to increase organizational effectiveness.

Objective 3 Outcome: PhARM delivers more initiatives effectively with improved systems and expanded team member capacity.

Key Measurements

- New employees, independent contractors, or volunteers recruited.
- Technology or systems investments completed.
- Team member professional development: training hours, events attended.
- Team member satisfaction (surveys, feedback).
- Initiative delivery capacity: projects completed, stakeholders reached, initiatives scaled.
- Operational efficiency: onboarding time, task completion rates.

