

REPORT OF THE AMA YOUNG PHYSICIANS SECTION GOVERNING COUNCIL

AMA-YPS Report C-I-11

Subject: AMA-YPS Strategic Plan

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Referred to: AMA-YPS Reference Committee

1 Background

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3 The Young Physicians Section (AMA-YPS) was established in 1986 to increase leadership
4 opportunities for young physicians and to train them for future leadership within organized
5 medicine. Over the past 25 years, the main goals of the Section have been to strengthen the value
6 of AMA young physician membership by: (1) enhancing young physician practice of medicine,
7 including the transition into practice; (2) facilitating the participation of young physicians in policy
8 development and other activities of the AMA and the Federation; and (3) promoting young
9 physician leadership throughout organized medicine.

10
11 At the 2005 Annual Meeting, the AMA-YPS adopted the recommendations contained in Report C
12 (A-05): AMA-YPS Key Directions. As a result of this effort, the Governing Council (GC) proposed
13 improvements in five key areas of the AMA-YPS: overall focus; communications; business
14 meetings; membership; and leadership development.

15
16 At the 2006 Annual meeting, the AMA-YPS GC took the process one step further by developing a
17 five-year strategic plan for the future of the Section. In Report F (A-06), the GC proposed an
18 updated vision, mission statement, and measurable objectives for the AMA-YPS. That report also
19 specified:

20
21 That our AMA-YPS develop a new strategic plan in five years with report to the
22 AMA-YPS Assembly at the 2011 Annual meeting.

23
24 As a result, the AMA-YPS GC has reviewed the previous strategic plan and worked with the AMA's
25 Market Research department to survey the Assembly in March 2011. At the 2011 Annual meeting,
26 the Governing Council presented Report F that provided an overview of the results of the survey
27 and offered some suggestions for the development of a new strategic plan. Assembly members
28 further discussed the report during a town hall discussion. Following A-11, a committee made up of
29 eight Assembly volunteers and two GC members reviewed the research and previous plan and
30 provided suggestions to the Governing Council. As a result, the Governing Council presents the
31 following YPS strategic plan for 2011-2016.

32 Vision

33
34 In the 2005-2011 AMA-YPS plan, the vision of the Section was described as:

35
36
37 **The AMA-YPS, the recognized advocate and voice for young physicians**
38 **and their patients, strives to achieve proportional representation for young**
39 **physicians and to advocate effectively for their issues within our AMA and**
40 **the federation of medicine.**

41
42 In the 2011 survey, many respondents mentioned their concern over membership and the need to
43 make the AMA more appealing to young physician members. The strategic planning committee
44 also noted that promoting membership should be an essential part of the AMA-YPS vision. As a
45 result of these themes, the GC proposes the following new vision for the AMA-YPS:

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Refer to AMA PolicyFinder (www.ama-assn.org/go/policyfinder) for official policy of the Association.*

1 **The AMA-YPS, the recognized advocate and voice for young physicians**
2 **and their patients, strives to increase young physician membership and**
3 **representation while advocating effectively for their issues within our AMA**
4 **and the federation of medicine.**

5
6 **Mission Statement**

7
8 The 2006-2011 mission statement of the AMA-YPS was:

9
10 **The mission of the AMA-YPS is to strengthen the value of AMA membership for young**
11 **physicians while maximizing young physicians' contributions to the AMA's brand vision**
12 **through:**

13
14 **Involvement**

- 15 • **Promoting young physician leadership and membership within the AMA and**
16 **throughout the Federation.**

17
18 **Advocacy**

- 19 • **Being the voice of young physicians by influencing policy development and**
20 **advocacy priorities within our AMA.**

21
22 **Communications**

- 23 • **Providing young physicians with timely, focused updates on the AMA's progress**
24 **and impact on core issues.**
25 • **Clearly communicating ways the AMA can help young physicians help their patients**
26 **now and in the future.**
27 • **Giving young physician members the ability to connect directly with AMA-YPS**
28 **leadership.**

29
30 The Governing Council believes that the mission statement and the "Communications" category of
31 the strategic plan still applies to the AMA-YPS. At this time, the GC proposes to add "mentorship"
32 to the "Involvement" category and make a small edit in the "Advocacy" category to read as follows:

33
34 **Involvement**

- 35 • **Promoting young physician leadership, mentorship and membership within the AMA**
36 **and throughout the Federation.**

37
38 **Advocacy**

- 39 • **~~Being the~~ Serve as the voice of young physicians by influencing policy development**
40 **and advocacy priorities within our AMA.**

41
42 **Objectives and Strategies**

43
44 The 2006-11 strategic plan established five main objectives for the AMA-YPS. They were:

- 45
46 1. Focus;
47 2. Communications;
48 3. Membership;
49 4. Participation; and
50 5. Leadership Development.

51
52 The Governing Council believes that these objectives are still relevant, but that membership and
53 mentorship should be a key part of the AMA-YPS focus and that mentorship should also be added
54 to leadership development. Also, some of the actions related to the objectives need to be updated
55 based upon the market research.

1 Objective 1 - Focus

2
3 In reviewing the market research, the strategic planning committee and the GC noted that
4 membership continues to be a major issue for the AMA and young physicians in particular. As a
5 result, the focus of the Section needs to incorporate promoting value to current and potential
6 members. In addition, YPS members also want to the Section to incorporate mentorship into its
7 focus. As one respondent to the survey stated, “mentor on an individual level, identify goals and
8 passions.”
9

10 In the 2011 survey, over half of respondents stated that the primary focus of the AMA-YPS should
11 be to serve as “the voice of young physicians by influencing policy and advocacy within our AMA.”
12 Several respondents felt that the AMA-YPS should “help to create an AMA that is more appealing
13 to young physician members” and “pursue issues that affect the practice of medicine for young
14 physicians.”
15

16 In addition, Assembly members stated that the top challenges facing young physicians today are:
17 income/reimbursement; administrative burdens (paperwork, back office issues, etc.); medical
18 education debt; and work/life balance. One respondent pointed out that the AMA-YPS “need[s]
19 more aggressive advocacy and leadership on issues affecting debt.” Another Assembly member
20 stated that the AMA-YPS needs to pay “more attention to the special needs of young physicians
21 who are in debt and young families. [The YPS] need[s] to get them involved and provide
22 mentorship.”
23

24 **The AMA-YPS will focus on promoting membership value, providing mentorship, and**
25 **serving as the voice of young physicians by influencing policy and advocacy within our**
26 **AMA.**

27
28 Actions:

- 29
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 - Clarify and communicate a clear membership value proposition to young physicians;
 - Survey young physicians to determine the type of mentorship they need; and
 - Raise awareness of the challenges facing young physicians in the HOD and AMA leadership.
34

35 Metrics:

- 36
37
 - Development of new products and services of value to young physicians;
 - Increase in young physician AMA membership;
 - Create a mentorship program for young physicians and find mentorship opportunities that young physicians can provide to members of other Sections;
 - Degree of success of AMA-YPS initiatives in the HOD and AMA Leadership.
42

43 Objective 2 - Communications

44
45 The strategic planning committee and the GC noted that the AMA-YPS has been a trend-setter for
46 communication by the AMA. In the past, the Section has been on the cutting edge of using new
47 technologies such as listservs, the virtual reference committee, and promoting the AMA’s use of
48 social media. Moving forward, the AMA-YPS needs to continue to use the latest technologies to
49 communicate with its members.
50

51 In the 2011 survey, respondents listed the following as the top four effective means for the AMA to
52 establish and maintain communication with young physicians:
53

- 54
 1. AMA general email communications (Advantage, Wire, Advocacy Updates);
 - 55 2. AMA-YPS meetings;
 - 56 3. AMA-YPS pages on AMA website; and
 - 57 4. Direct communication with YPS GC members.

1 However, when asked what was the MOST effective communications methods, Assembly
2 members said:

- 3
- 4 1. Regional/state "network" of young physicians with communication to the YPS GC;
- 5 2. AMA-YPS listservs;
- 6 3. AMA general email communications (Advantage, Wire, Advocacy Updates); and
- 7 4. AMA-YPS meetings.
- 8

9 In one follow-up conversation, an Assembly member said that, "YPS leaders/members
10 intermittently injecting provocative topics of relevant discussion, this could enliven the list[serv] and
11 get people more excited about the organization." Another respondent said that "AMA and/or local
12 leadership should be featured on every mailing and communication. There should be a clear way
13 for members to voice their concerns and ideas."

14

15 **The AMA-YPS will help the AMA utilize new technologies and social media to improve**
16 **communications between the organization and our young physician members.**

17

18 **Actions:**

- 19
- 20 • Publicize young physician issues on the AMA-YPS listservs, website, and other multimedia;
- 21 • Promote young physicians in AMA general communications (Advantage, Wire, Advocacy
- 22 Updates) and in the AMA's social media outlets; and
- 23 • Provide regular "office hours" conference calls with GC members and/or the young
- 24 physician member of the BOT.
- 25

26 **Metrics:**

- 27
- 28 • Increased number of young physicians participating on the AMA-YPS listservs and website
- 29 hits;
- 30 • Increased number of young physician AMA members and issues spotlighted in AMA
- 31 communications; and
- 32 • Increased number of participants during the AMA-YPS "office hours" conference calls.
- 33

34 Objective 3 – Membership

35

36 The two main suggestions that the GC made in Report C (A-05) regarding membership were:

- 37
- 38 1. The AMA-YPS GC will work closely with the AMA membership and marketing staff to
- 39 feature more young physicians in AMA communications and membership
- 40 recruiting/retention activities; and
- 41 2. By changing the overall appearance, function, and leadership of the AMA, the AMA-YPS
- 42 will help to create an AMA that is more appealing for young physician members.
- 43

44 In the 2011 Assembly survey, respondents were asked to list the biggest barriers to joining the
45 AMA for young physician nonmembers. No compelling reason to join, perceived lack of
46 professional value and not enough time were the most common responses.

47

48 In 2005, when asked what the AMA can provide young physician nonmembers to get them to join,
49 "lower dues" and "demonstrate value" were mentioned by several respondents. In the 2011 survey,
50 the main responses were: additional CME opportunities; better promotion of AMA member benefits;
51 reduced membership dues; and discounts on affinity programs (computers, rental cars, etc.).
52 However, when asked what the most single item that would best encourage young physicians to
53 join was, respondents overwhelmingly said "reduced membership dues" and "better promotion of
54 AMA member benefits."

1 **The AMA-YPS will strive to improve the value of AMA membership for young physicians.**

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3 Actions:

- 4
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 - 6 • Work with AMA membership to study the impact of decreasing young physician dues;
 - 7 • Develop and promote new products and services of value to young physicians; and
 - 8 • Recruit AMA-YPS members to join the AMA Outreach Program.

9 Metrics:

- 10
11
 - 12 • Creation of a new dues structure for AMA young physicians members;
 - 13 • Improved AMA benefits for young physicians; and
 - 14 • Increased number of young physicians participating in the AMA Outreach Program.

15 Objective 4 - Participation

16
17 With regard to increasing attendance at AMA-YPS business meetings, 2011 survey respondents
18 asked for relevant educational sessions/CME; targeted marketing of the AMA-YPS meetings; and
19 virtual meetings. However, Assembly members stated that the most effective way to increase
20 attendance is to demonstrate value.

21
22 This sentiment was echoed in another follow-up conversation in which a young physician said:

23
24 The way to attract and retain young members is to provide value. What can the
25 AMA offer that no other specialty society or organization can? How can the AMA make
26 members feel like they OWN the organization and are not just cogs in a giant machine?
27

28 In addition, respondents had some ideas for participation by physicians who could not attend AMA-
29 YPS meetings. They said that the AMA-YPS should encourage increased participation in virtual
30 reference committees and continue to post meeting materials on the website. Respondents said
31 that the most compelling way to increase participation by non attendees was to host a virtual
32 meeting. Similarly, in 2005, survey respondents suggested that the AMA-YPS expand its use of
33 listservs and virtual meetings. The Section also can provide better meeting coverage online and
34 through social media that will hopefully engage young physicians and lead to increased
35 involvement.

36
37 The strategic plan committee suggested that the Section also needs to support people who want to
38 create policy. As a result, the AMA-YPS could provide sessions on resolution writing either before
39 and during the meetings.
40

41 Lastly, one of the key questions raised was “Who is not attending AMA-YPS meetings?” This
42 question was raised with regard to which young physicians are not AMA members, and which
43 young physician AMA members are not present or not represented at AMA-YPS Assembly
44 meetings. The committee also suggested that the Section should consider creative ways to help
45 people to attend meetings such as scholarships.
46

47 **The AMA-YPS will improve the content of Annual and Interim meetings to increase**
48 **participation within the Section and make it easier for young physicians to create policy and**
49 **participate virtually.**

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51 Actions:

- 52
53
 - 54 • Develop relevant educational sessions and provide policy-making support before and
55 during AMA-YPS meetings;
 - 56 • Provide additional ways for members to participate virtually and improve meeting coverage
57 online and via social media;
 - Investigate the possibility of a scholarship program for new Assembly members.

1 Metrics:

- 2
- 3 • Quality of educational sessions and policy-making support provided;
 - 4 • Increased number of young physicians participating in virtual reference committees and
 - 5 quality of online coverage of meetings;
 - 6 • Possible development of a scholarship program.
- 7

8 Objective 5 - Leadership Development

9

10 In Report C (A-05), the GC stated that the Section “will encourage young physicians to seek
11 nomination and election to BOT, Council, and other leadership positions within the AMA.” As a
12 result, the AMA-YPS GC developed new guidelines for nominating and endorsing candidates for
13 appointment and election to AMA leadership positions.

14

15 In the 2011 survey, respondents were asked how the AMA-YPS can better promote active
16 participation in organized medicine among young physicians. The Assembly members said the
17 AMA should “partner with state and specialty societies” and “improve marketing of participation
18 opportunities.” One young physician suggested that the AMA “develop a training bureau to develop
19 and promote young leaders.” Others pointed out the need to provide sessions at the annual and
20 interim meetings specifically devoted to leadership training.

21

22 Several Assembly members would like the AMA to do more related to mentoring. In a follow-up
23 conversation, a young physician stated:

24

25 Everyone always asks for more “mentorship,” but no one has great ideas for how to
26 go about doing this. I think that opportunities for YPS'ers to interact with other sections,
27 (e.g., via co-sponsorship of talks, meetings, etc.) can be helpful in this regard, particularly if
28 certain panel positions . . . are pegged for YPS'ers. That at least gives a few YPS'ers the
29 chance to meet and be mentored by other more senior types. Additionally, what about
30 some YPS-specific programming at the NAC every spring? It wouldn't have to be much,
31 but even just a dinner like the MSS/RFS do. This gets YPS'ers to DC, where naturally
32 mentorship with senior members of state/specialty society delegations occurs.

33

34 Others stated that the AMA should “constantly mentor on an individual level, identify goals and
35 passions, decrease barriers to achieve goals.” Some members suggested that the AMA-YPS
36 should not only provide mentorship opportunities for young physicians, but also increase
37 mentorship across the Sections such as the RFS and MSS (inter-sectional mentorship).

38

39 **The AMA-YPS will actively provide mentorship to young physicians and promote their ability**
40 **to serve in all levels of AMA leadership.**

41

42 Actions:

- 43
- 44 • Survey young physicians to determine the type of mentorship they need;
 - 45 • Encourage young physicians to seek leadership positions in the AMA; and
 - 46 • Endorse/nominate young physician candidates for AMA leadership positions.
- 47

48 Metrics:

- 49
- 50 • Create a mentorship program for the AMA-YPS and/or an inter-sectional program;
 - 51 • Increased number of young physicians in AMA leadership positions; and
 - 52 • Increased number of candidates endorsed/nominated by the AMA-YPS.

1 **Recommendations**

2
3 Your Governing Council proposes that the AMA-YPS Assembly adopt the following
4 recommendations and file the balance of this report:

- 5
6 1. That our AMA-YPS GC report annually on the Section's progress toward the accomplishment
7 of the strategic objectives set forth in Report C: AMA-YPS Strategic Plan (I-11).
8
9 2. That our AMA-YPS GC make the AMA-YPS 2011-16 Strategic Plan available on the AMA-YPS
10 Web site.
11
12 3. That our AMA-YPS develop a new strategic plan in five years with report to the AMA-YPS
13 Assembly at the 2016 Annual meeting.