

REPORT OF THE AMA YOUNG PHYSICIANS SECTION GOVERNING COUNCIL

AMA-YPS Report G-A-16

Subject: AMA-YPS Strategic Plan

Presented by: Mark Milstein, MD, Chair

Referred to: AMA-YPS Reference Committee

Background

The Young Physicians Section (AMA-YPS) was established in 1986 to increase leadership opportunities for young physicians and to train them for future leadership within organized medicine. Over the past 30 years, the main goals of the Section have been to strengthen the value of AMA young physician membership by: (1) enhancing young physician practice of medicine, including the transition into practice; (2) facilitating the participation of young physicians in policy development and other activities of the AMA and the Federation; and (3) promoting young physician leadership throughout organized medicine.

At the 2011 Interim Meeting, the AMA-YPS Assembly adopted the recommendations contained in Report C-I-11, AMA-YPS Strategic Plan. Report C-I-11 established the following objectives for the 2011-2016 AMA-YPS Strategic Plan:

1. Focus;
2. Communications;
3. Leadership Development;
4. Membership; and
5. Participation.

The Governing Council thought it would be beneficial to ascertain Assembly members' current views on these objectives before developing the AMA-YPS strategic plan for the next five years. Accordingly, the AMA-YPS GC worked with the AMA's Market Research department to survey the Assembly in March 2016. An online survey was sent to 122 physicians – both current and former Assembly members. Forty-six surveys were completed, yielding a 38% response rate.

This report provides an overview of the results of the survey (*see appendix for more specific details*) and offers recommendations for enhancing the current strategic plan.

The following observations were derived from the 2016 survey results:

- **Be a voice.** Although half of respondents would like the AMA-YPS to be the voice of young physicians by influencing policy and advocacy, they suggested that this same voice should be used to address other relevant topics such as work/life balance, income/reimbursement, and administrative burdens.
- **Create awareness.** Since young physicians are at the start of their career, offering or promoting networking opportunities may help spread awareness of the section among a small proportion of young physicians who are not current members of the AMA.
- **Demonstrate value.** About half of respondents would turn to the AMA-YPS for leadership development seminars/workshops and mentorship opportunities. They suggested that communications should reflect the value of these and other offerings provided by the AMA.

OVERVIEW OF THE 2016-2021 STRATEGIC PLAN

Based on survey results and review of previous strategic plans for the AMA-YPS, the following objectives have been proposed for the 2016-2021 Strategic Plan:

1. Focus;
2. Communications;
3. Leadership Development; and
4. Membership and Involvement.

AMA-YPS Focus

Almost half of respondents stated that the primary focus of the AMA-YPS should be to serve as “the voice of young physicians by influencing policy and advocacy within our AMA.” Several respondents felt that the AMA-YPS should “pursue issues that affect the practice of medicine for young physicians” and “help to create an AMA that is more appealing to young physician members” and “promote young physician leadership within the AMA and throughout the Federation.”

In addition, respondents identified the top three challenges facing young physicians today as work/life balance; income/reimbursement; and administrative burdens (paperwork, back office issues, etc.).

Accordingly, the AMA-YPS will continue to focus its efforts within the AMA to drive AMA policy and develop activities in ways that benefit all physicians and patients while acknowledging the unique perspectives of young physicians at the start of their professional lives. This will position the AMA-YPS to serve as the voice of young physicians by influencing policy and advocacy within our AMA and use that voice to address other relevant topics that challenge young physicians today.

Actions:

- Clarify and communicate a clear membership value proposition to young physicians;
- Raise awareness of the challenges facing young physicians in the House of Delegates (HOD) and to AMA leadership; and
- Organize and lead efforts to expand involvement and representation of early career physicians within the House of Delegates and among leadership roles across the organization.

Metrics:

- Development of new products and services of value to young physicians;
- Degree of success of AMA-YPS initiatives in the HOD and AMA Leadership; and
- Expanded representation through a variety of pathways leading to improved awareness of young physician issues, as well as representative growth within the AMA.

AMA-YPS Communications

In the 2016 survey, respondents listed the following as the top three effective means for the AMA to establish and maintain communication with young physicians:

1. AMA general email communications (Advantage, Wire, Advocacy Updates);
2. Social media; and
3. AMA-YPS meetings.

Respondents identified policymaking, education, and leadership development as the top three reasons for attending AMA-YPS meetings.

1 Actions:

- 2
- 3 • Provide regular updates on AMA initiatives and other topics of interest to young physicians;
 - 4 • Identify opportunities to promote dialogue among Section members and YPS Governing Council during and between meetings; and
 - 5 • Actively engage AMA physician and staff leadership to ensure that the young physician perspective is represented in AMA communications (e.g., Advantage, Wire, Advocacy Updates) and in the AMA's social media outlets as appropriate.
- 6

7 Metrics:

- 8
- 9 • Increased engagement by young physicians on AMA Listservs and web pages;
 - 10 • Increased number of young physician issues spotlighted in AMA communications; and
 - 11 • Expanded use of YPS communication channels to highlight existing products and resources of interest to young physicians.
- 12

13 **AMA-YPS Leadership Development**

14 More than half of respondents would turn to the AMA-YPS for leadership development seminars and workshops as well as mentorship opportunities.

15 Respondents also identified the top ways they would like to engage in leadership development. These include access to mentorship opportunities with senior leaders at the AMA as well as seminars, workshops, and education sessions.

16 Actions:

- 17
- 18 • Promote available leadership development seminars, workshops, and other relevant activities or resources to young physicians;
 - 19 • Offer opportunities for young physician members to connect with established AMA leaders;
 - 20 • Encourage young physicians to seek leadership positions in the AMA; and
 - 21 • Endorse young physician candidates for AMA leadership positions.
- 22

23 Metrics:

- 24
- 25 • Participation by young physicians in leadership development activities (e.g., seminars, workshops, or AMA-YPS sponsored education activities); and
 - 26 • Increased number of young physicians in AMA leadership positions.
- 27

28 **AMA-YPS Membership and Involvement**

29 In the 2016 survey, respondents were asked how the AMA-YPS can better promote active participation in organized medicine among young physicians. Assembly members said the AMA should “partner with state and specialty societies” and “provide networking and social activities to recruit other young physicians.” Others pointed out the need to promote diversity in the AMA, particularly among leadership.

30 Further, respondents were asked their reason for attending the AMA-YPS meetings. Assembly members identified policymaking, leadership development, professional development, and networking as the top reasons for attendance. With regard to increasing attendance at AMA-YPS business meetings, survey respondents asked for relevant educational sessions/CME and virtual meetings. However, nearly half of the respondents stated that the most effective way to increase attendance is to demonstrate value.

1 Actions:

- 2
- 3 • Develop relevant educational sessions and provide policy-making support before and
- 4 during AMA-YPS meetings;
- 5 • Continue to recruit AMA-YPS members to join the AMA Outreach Program;
- 6 • Identify other opportunities for AMA-YPS members to work with AMA Membership to recruit
- 7 young physician members
- 8 • Increase representation of diverse physicians in the AMA-YPS Assembly; and
- 9 • Support transition of late stage residents to the AMA-YPS.

10

11 Metrics:

- 12
- 13 • Quality of educational sessions and policy-making support provided, based on meeting
- 14 evaluations.
- 15 • Increased number of young physicians participating in the AMA Outreach Program;
- 16 • Development of pilot effort to recruit young physician members;
- 17 • Increase in young physician AMA membership; and
- 18 • Continue outreach to various State and Specialty Societies as well as HOD members to
- 19 promote increased young physician involvement and diversity in the AMA-YPS Assembly.

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21 **Recommendations**

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23 Your Governing Council proposes that the AMA-YPS Assembly adopt the following

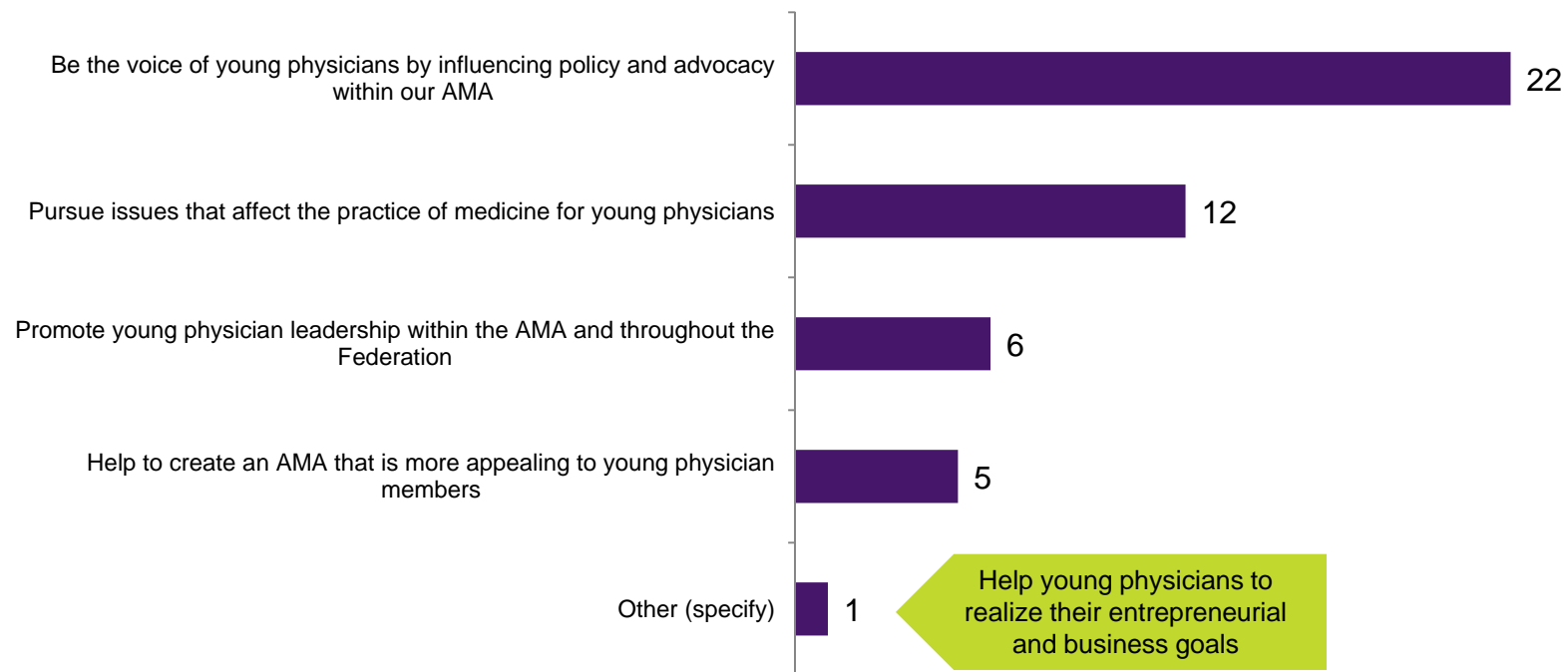
24 recommendations and file the remainder of this report:

- 25
- 26 1. That our AMA-YPS GC work to implement the proposed actions outlined in this report.
- 27
- 28 2. That our AMA-YPS GC make the AMA-YPS 2016-2021 Strategic Plan available on the AMA-
- 29 YPS Web site.
- 30
- 31 3. That our AMA-YPS GC monitor the effectiveness of the 2016-2021 Strategic Plan and update
- 32 the strategic plan in five years with report to the AMA-YPS Assembly at the 2021 Annual
- 33 meeting.

Fiscal Note: Modest - between \$1,000 - \$5,000.

Almost half of respondents would like the AMA-YPS to be the voice of young physicians by influencing policy and advocacy.

AMA-YPS's Primary Focus

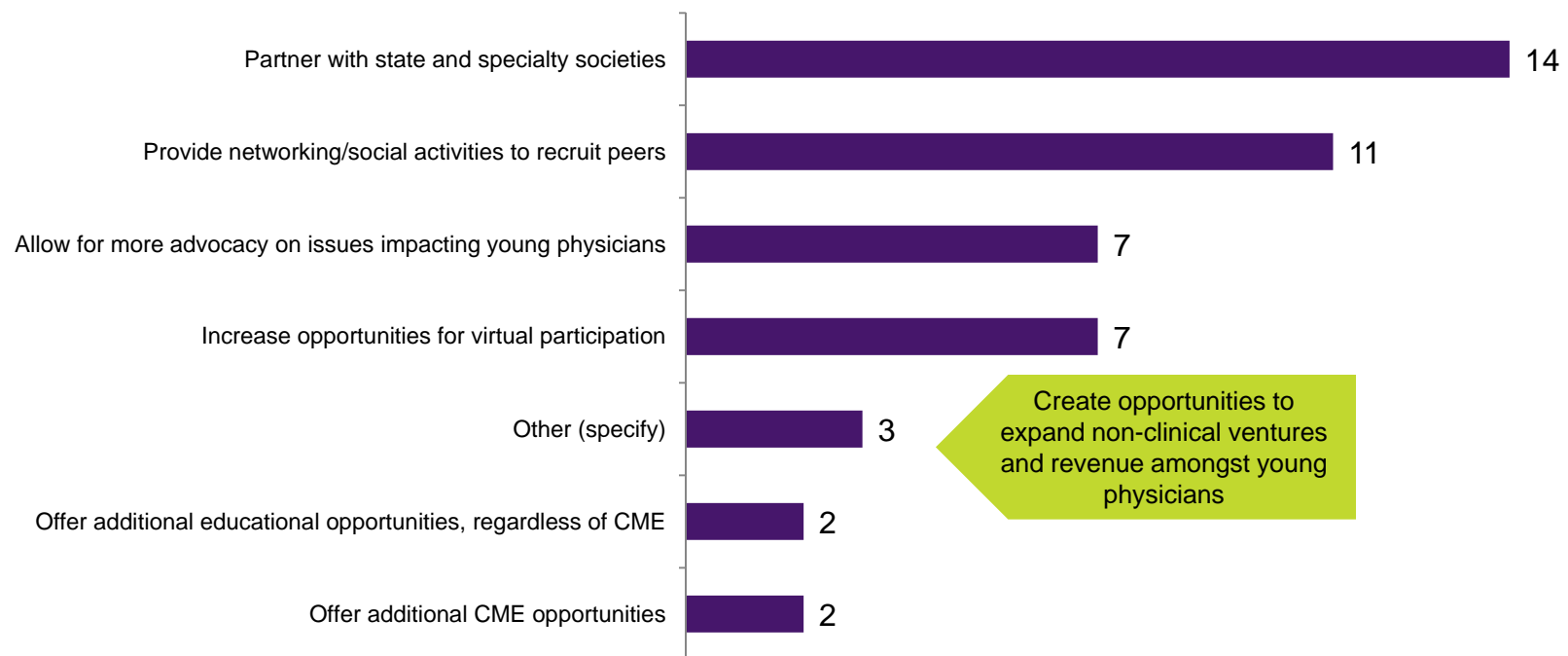


Q. In your opinion, which of the following should be the AMA-YPS's primary focus? Select one. Base: N=46
*frequencies used in place of percentages



Top ways to promote active participation include partnering with state and specialty societies, as well as providing networking/social activities to recruit other young physicians. CME-related activities garnered the least responses.

Ways to Promote Active Participation



Q. What is the most effective way for the AMA-YPS to promote active participation in organized medicine among young physicians like you? Select one. Base: N=46
*frequencies used in place of percentages



Work/life balance, income/reimbursement, and administrative burdens were among respondents' the top three challenges.

1

Work/life balance
(N=32)

Income/reimbursement
(N=23)

2

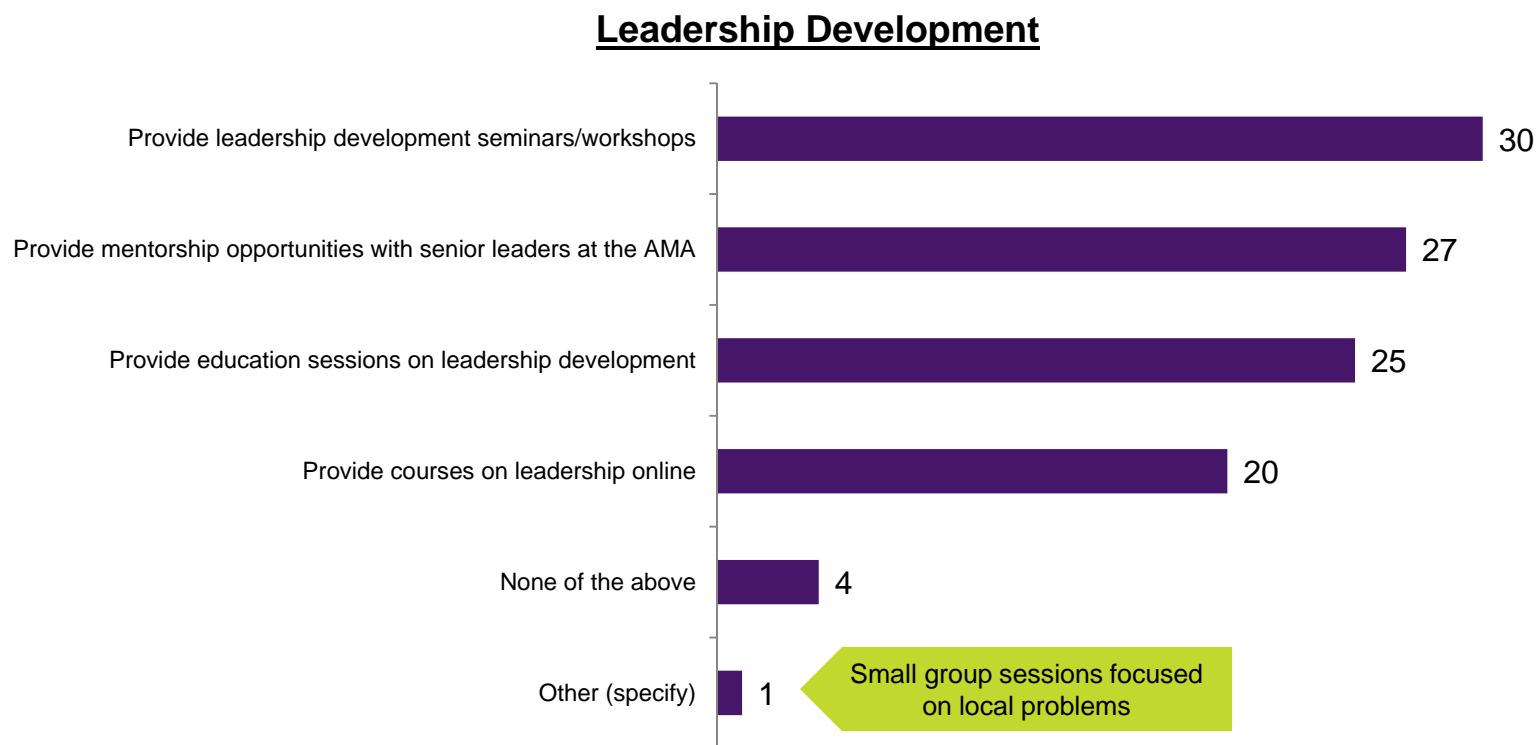
3

Administrative burdens
(N=21)

Q. What are the top three challenges that young physicians like you face today? Select three. Base: N=46
**frequencies used in place of percentages*



More than half of respondents would turn to the AMA-YPS for leadership development seminars/workshops and mentorship opportunities.

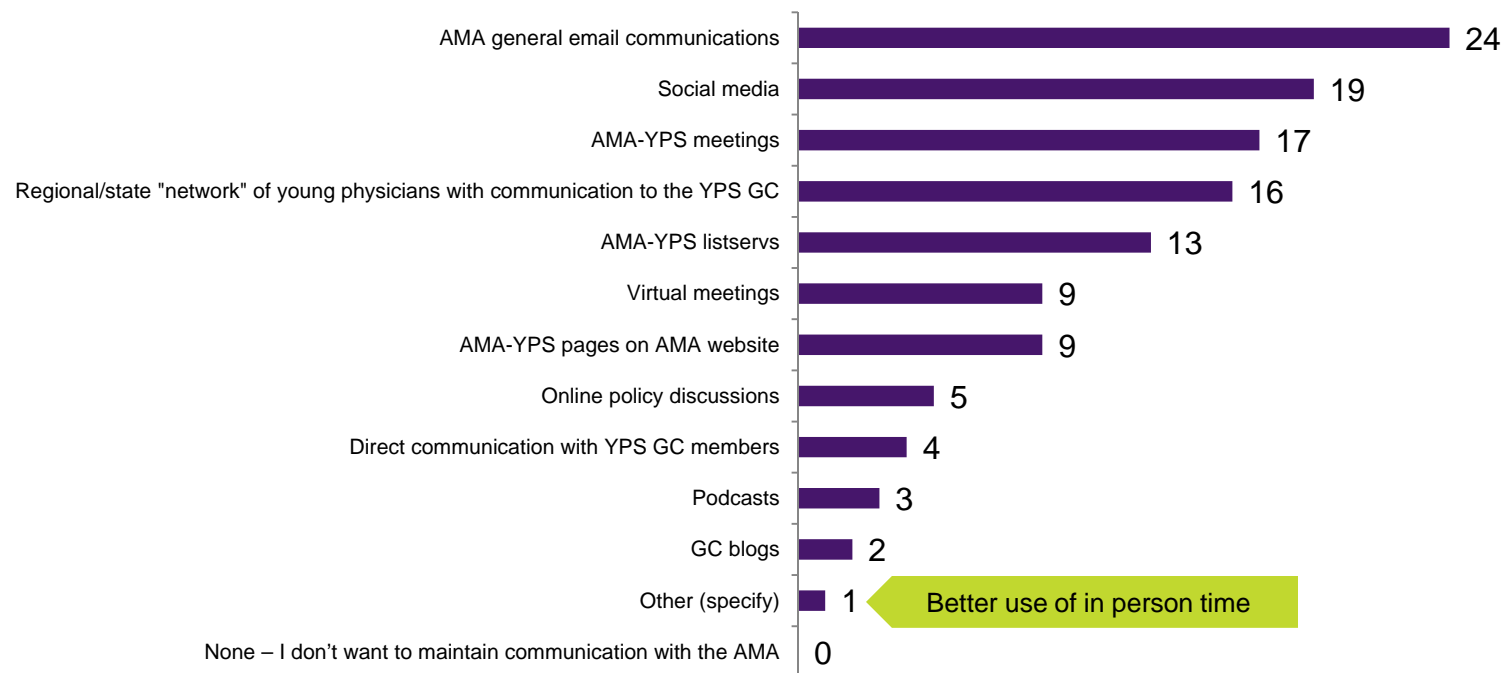


Q. In which of the following ways would you turn to the AMA-YPS for leadership development? Select all that apply. Base: N=46
*frequencies used in place of percentages



About half of respondents prefer AMA general email communications (Advantage, Wire, Advocacy Updates).

Communications Preferences



Q. How would you prefer the AMA establish and maintain communication with young physicians like you? Select your top three. Base: N=46
*frequencies used in place of percentages

