REPORT OF THE BOARD OF TRUSTEES

Subject: 2018 Strategic Plan

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Our AMA continues to execute its multi-year strategy to achieve significant positive impact for physicians, medical students and patients. The strategy, launched in 2013, identified three areas of emphasis in our mission focused areas: Improving Health Outcomes, Accelerating Change in Medical Education, and Shaping Care Delivery and Payment for Professional Satisfaction and Practice Sustainability. These focus areas provide for tangible and meaningful implementation of our AMA’s mission to promote the art and science of medicine and the betterment of public health.

Through this report, the Board of Trustees affirms AMA’s multi-year strategic focus. This report is devoted to what is on the horizon for each of the focus areas in 2018 and highlights other work to modernize the means through which physicians can engage in advancement of the mission.

CARE DELIVERY AND PAYMENT:
PROFESSIONAL SATISFACTION AND PRACTICE SUSTAINABILITY

With the successful repeal of the sustainable growth rate (SGR) in 2015 through the Medicare and CHIP Reauthorization Act of 2015 (MACRA), our work has refocused—with even greater intensity—to ensure that MACRA’s implementation supports a health care system that delivers better care and more visible value while also supporting a sustainable and professionally satisfying practice environment. The goal is to create a pathway for physicians to choose from a broad array of alternative payment and health care delivery models, including viable fee-for-service options.

Successful navigation and implementation of evolving public and private payment systems requires heightened physician awareness, informed assessment of options, and, potentially, new strategic and operating methods to optimize success. To support physicians through this changing landscape and improve care delivery and professional satisfaction, AMA will work in 2018 to:

- Advocate for legislative and regulatory changes that enhance prospects for physicians to succeed.
- Generate awareness and encourage physicians to prepare for evolving payment model changes.
- Provide multi-modal, multi-channel physician education about what new payment model options mean for physicians and patients.
- Guide physicians toward the best outcome in value-based care systems and establish the AMA as a valued source of support on issues spanning a wide range of care delivery and payment models.
- Expand the resources delivered through the STEPS Forward: Practice Improvement Strategies program and other tools to help physicians in a variety of practice settings learn new techniques to improve practice workflow, patient care and professional satisfaction.
- Increase the awareness and importance of professional satisfaction and support the Quadruple Aim through additional research, partnerships, and resources to assist physicians throughout the various settings and stages of their careers.
- Discover and promote the physician perspective across health technology sectors, directing development for improved usability, productive access to data, and respect for the patient-physician relationship.

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In addition taking the longer perspective in 2018 AMA will build on its 2017 research and development work to further assess opportunities for diagnostic, prognostic, and predictive tools for patient care that will modernize health and medical information systems to give physicians access to data needed for enhanced clinical, operational, and administrative effectiveness.

**IMPROVING HEALTH OUTCOMES (IHO)**

Initiatives focused on health outcomes, particularly in the area of prevention and management of chronic care, underscore AMA’s foundational commitment to improving the health of the nation. Concentrating on risk factors for cardiovascular disease and type 2 diabetes, our AMA is working with physicians and care teams to bring new approaches for anticipating, preventing, and managing widely prevalent chronic conditions.

To achieve the scale required for this ambitious set of programs, AMA has developed multi-year strategic relationships with the Centers for Disease Control and Prevention (CDC) and the American Heart Association (AHA), whose national reach and influence reinforce and complement AMA resources. Our shared goals with the CDC and the AHA include significantly increasing the number of physician practices, health care systems and federally qualified health centers that:

- Screen patients for prediabetes and refer eligible patients to CDC-recognized diabetes prevention programs (DPPs) as the preferred option for preventing type 2 diabetes, and
- Improve care for patients with hypertension to achieve and sustain 70 percent or higher blood pressure control rates within the communities they serve.

AMA’s partnerships with the CDC and AHA are solid and we are complementing them with collaborations with medical societies, business groups, payers, technology companies, and medical schools (through the ACE consortium) to offer evidence-based products, tools and services to support physicians, care teams, health system leaders and medical students in achieving the health outcomes we seek. Materials have been developed and distributed for use in practice settings ranging from small private practices to large integrated systems. The material and programs have been empirically demonstrated to be effective and our main focus is to create the environmental, distribution, and awareness elements conducive to wide spread scaling. In this regard, we continue to define and promote the “business case” for public and private payer coverage of proven interventions such as diabetes prevention programs (for which Medicare announced coverage in 2016) and self-measured blood pressure monitoring devices.

Public and physician awareness is a key ingredient to success. Beginning in 2017 and extending through 2018, we will refresh the successful pre-diabetes public campaign launched in 2016 and add a physician oriented pre-diabetes awareness campaign. A blood pressure awareness program is planned for 2018.

**ACCELERATING CHANGE IN MEDICAL EDUCATION (ACE)**

Since 2013 the AMA has supported a Consortium of medical schools, now 32 in number, to accelerate change in medical education by creating a system that trains physicians to meet the needs of today's patients and to anticipate future changes. Facilitated by the AMA through individual and collaborative work the consortium schools have created new and innovative programs and technologies that are increasingly adopted by medical schools throughout the nation. Of particular note is the successful application of the chronic care curriculum based on work done in our Improving Health Outcomes area. This is an example of the growing application of work emanating from one strategic area to another critical arena.
Highlights of major plans for 2018 include:

- Ensuring the ongoing viability and maintenance of the Consortium beyond the termination of the AMA funding cycle.
- Building on the AMA Consortium health system science textbook to create a product and service line applicable to all stages of physician and other health care providers’ lifelong learning.
- Collaborating with other focus areas on student and trainee wellness; resilience/burnout; and new models for linking students, physicians and communities in shared goals of chronic disease management and health equity.
- Based on the experience and learning from the work in undergraduate medical education, plans will be developed for subsequent work in graduate medical education likely emphasizing the transition from undergraduate to residency status.

ENGAGING PHYSICIANS IN ADVANCEMENT OF THE MISSION

Effective and responsive lifelong physician professional development is a cornerstone to activating the focus area objectives. These objectives and other national imperatives--such as reducing opioid-related harm and increasing access to treatment for patients with opioid use disorders, responding to physician burnout and wellness issues, responding to the quality and cost issues in our health care environment--require AMA to provide physicians and their team members pragmatic educational offerings, tools, and leadership training designed to address real-world practice and care delivery issues.

The AMA’s Education Center portal and platform is a crucial component of AMA’s commitment to lifelong professional development. New capabilities and an improved user experience were introduced in 2017. The GME Competency Education Program (formerly Introduction to the Practice of Medicine), currently deployed in approximately 150 residency settings across the country, was modernized and incorporated into the Education Center in 2017. As the multi-year effort progresses, our physician stakeholders will have access to educational tools and resources from diverse sources through a highly functional platform tailored to individual needs, accessible from desktops and mobile devices, with streamlined support for transcripts, reporting to boards, employers and payers to serve credentialing, licensing and certification requirements. We anticipate completing the majority of the Education Center refresh in 2018.

Evidence of AMA mission impact continues to grow, creating an opportunity for AMA to refresh its brand identify among physicians and other stakeholders. We will achieve this by linking relevant offerings and activities throughout the career lifecycle of students, residents, and practicing physicians and more refined approaches to identifying and responding to the particular interests and needs of the physician population. The goal is to strengthen the AMA brand through deeper stakeholder engagement. Traditional and interactive/social/digital media will be deployed to create new connections, awareness, and opportunities to interact with the AMA. More sophisticated monitoring of interactions also will yield insight into physician preferences so that we can continuously improve services to physicians, residents and fellows, and medical students so as to retain and grow our membership base. In 2018 we will build on our initial experience with social networks and community groups started in 2017 by further refined exploration and integration of this strategy into our overall physician engagement effort.

The three focus areas have made much progress since their inception in 2013. As they have matured and moved from the early stages of innovation and learning to more operative models of impact and scaling we have begun to extend the conceptualization and connection of their work to other important aspects of our AMA’s efforts under three general strategic arcs: 1) Vital practice resources; 2) Lifelong professional development; and 3) Improving the health of nation. Closer connection of the focus areas with other critical AMA activities will stimulate more collaborative and synergistic planning and operations enhancing our effectiveness and impact.
The momentum that supports this multi-year strategy is a reflection of collaboration and shared commitment across the AMA and the Federation of medicine, academic institutions, public and private health sector organizations, technology innovators, physicians, and physicians in training. Together we will chart a course for health care delivery that will improve the health of the nation.