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 areas: Improving Health Outcomes, Accelerating Change in Medical Education, and Shaping Care Delivery and Payment for Professional Satisfaction and Practice Sustainability. These areas have evolved to more encompassing strategic arcs: 1) improving the health of the nation by confronting the chronic disease burden, 2) reimagining medical education, training, and lifelong learning, and 3) attacking the dysfunction in health care by removing the obstacles and burdens that interfere with patient care. They 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 these areas in 2019 and highlights other work to modernize the means through which physicians can engage in advancement of the mission.

ATTACKING THE DYSFUNCTION IN HEALTH CARE

With the continued dramatic shifts in the health care landscape putting more pressure on physicians and their practices, our work continues to focus on addressing the organizational and system level dysfunction that hinders physicians’ ability to provide high quality patient care. Through our ongoing work, we are committed to making the patient-physician relationship more valued than paperwork, technology an asset and not a burden, and physician burnout a thing of the past. The goal is to create a future pathway for physicians to choose from a broad array of payment and health care delivery models, including viable fee-for-service options, which can provide a sustainable and satisfying physician practice. We are focused on improving—and setting a positive future path for—the operational, financial and technological aspects of a physician’s practice.

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 2019 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.

• Build on the foundation of prior years’ work in the area of physician burnout and professional satisfaction by expanding our empirical research in and understanding of the organizational, system, and environmental factors that contribute to burnout with the aim of developing efficacious methods to defeat the problem at its source.

• 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.

In addition based on new AMA policy (Policy H-480.940, “Augmented Intelligence in Health Care”) passed at A-18 we will build on our research and development capacity to further our understanding of how best to incorporate the emerging field of artificial intelligence into medical practice to preserve and enhance the patient physician relationship.

IMPROVING THE HEALTH OF THE NATION

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. We have fixed on two ambitious long term goals:

• To have a nation where there is no incidence of preventable type 2 diabetes.

• To have a nation where all adults are meeting their blood pressure goals.

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 widespread 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 began coverage in 2018)
and self-measured blood pressure monitoring devices. Looking forward in 2019, we intend to
blend the “best of” our prediabetes and hypertension work and add programming on cholesterol
management to assist physicians and care teams more comprehensively with cardiovascular risk
reduction for their patients.

REIMAGINE MEDICAL EDUCATION, TRAINING, AND LIFE LONG LEARNING

We are committed to a comprehensive approach to physician professional education and learning.
In 2019, the AMA will have mature and substantial effort in undergraduate medical education, be
expanding to graduate medical education and have a growing presence in physician lifelong
learning. These programs are designed to respond to the on the ground needs of physicians in the
evolving environment in which practice by utilizing modern adult education knowledge and digital
technology.

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 are the consortium’s health system science textbook that is being adopted by
more and more medical schools and the successful application of the chronic care curriculum based
on work done in our Improving Health Outcomes area. The latter is an example of the application
of work emanating from one strategic area to another critical arena.

The initial grant period of the Consortium ends in 2018, but due to the success of this collaboration
the schools have committed to continue to work together with AMA programmatic support to
sustain and grow this community of innovation, but without further grant funds. This is an example
of our efforts to cost effectively catalyze change through partnerships and collaborations. In 2019,
based on the experience and learning from the work in undergraduate medical education, we will
initiate a multi-year program to smooth the transition from medical school to residency through a
number of demonstration programs that include medical schools, residency programs, and
associated health systems.

In 2018, we continued to build education delivery capabilities with the development and launch of
the new AMA Ed Hub™ platform. The platform blends innovations in content, technology, and
user experience to deliver increasingly more personalized and compelling virtual learning
experiences to meet individual needs and preferences. AMA Ed Hub brings together the AMA’s
diverse educational offerings under one unified umbrella. Included are Learning™, STEPS
Forward™, GME Competency Education Program (GCEP), e-learning modules that support the
AMA’s Health Systems Science textbook, interactive micro-learning modules based on the AMA’s
modernized Code of Medical Ethics, curricula related to pain management, firearm safety and other
topics. As we look to 2019 and beyond, we will continue to build and enhance the platform as a set
of digital solutions that optimizes discovery of educational content for individual users, facilitates
delivery of an educational curriculum at an organization level, explores innovations in learning
experiences more closely connected to physicians’ daily practice, and expands automatic reporting
capabilities to support licensure and certification. We also will be exploring collaborations with
other organizations to advance both educational content and platform offerings.
ENGAGING PHYSICIANS AND ADVANCING THE MISSION

Our ambitions are high and we must utilize all available tools and assets to reach them. To this end we wish to highlight three areas of leverage.

First, beginning in 2016 we have been building an innovation ecosystem that connects AMA experience, knowledge, and mission priorities with technology and private sector groups. Our wholly owned Silicon Valley situated subsidiary Health 2047 is a centerpiece of this effort. Accessing world class technology, product development, and venture expertise it focuses on the commercial complements of the AMA’s strategic arcs. It has already founded a data interoperability company and we anticipate several new ventures in 2019 that will address other important areas that advance our mission.

Second, the goal of health equity is infused in all our strategic work. Each of the mission areas have components directed toward the health equity goal. Based on guidance from the House and with the support of the Board of Trustees in 2019 AMA management will establish a functional hub that further facilitates and enhances concentration on this area. The unit’s objective will be to ensure optimal coordination, collaboration, and program development across the AMA’s mission areas in support of our commitment to national health equity.

Third, as evidence of AMA mission impact continues to grow, there is an opportunity for AMA to deepen its engagement and strengthen its brand identity among physicians, students, residents and other stakeholders. By leveraging more sophisticated approaches to identifying interests and needs of the physician population, we can continuously improve our services and offerings to retain and grow our membership base. We will create new connections, drive awareness and increase opportunities to interact with the AMA using traditional and interactive/social/digital media, building off our experience in 2018.

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.