

## REPORT OF THE BOARD OF TRUSTEES

B of T Report 05-JUN-21

Subject: AMA Performance, Activities, and Status in 2020

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1 Policy G-605.050, “Annual Reporting Responsibilities of the AMA Board of Trustees,” calls for  
2 the Board of Trustees to submit a report at the American Medical Association (AMA) Annual  
3 Meeting each year summarizing AMA performance, activities, and status for the prior year.

### 4 5 INTRODUCTION

6  
7 The AMA’s mission is to promote the art and science of medicine and the betterment of public  
8 health. As the physician organization whose reach and depth extends across all physicians, as well  
9 as policymakers, medical schools, and health care leaders, the AMA is uniquely positioned to  
10 deliver results-focused initiatives that enable physicians to answer a national imperative to  
11 measurably improve the health of the nation.

### 12 13 *Representing physicians with a unified voice*

14  
15 AMA worked closely with the White House, Congress, state lawmakers and a range of federal and  
16 state agencies to ease the public health and economic consequences of COVID-19. We secured  
17 nearly \$180 billion in emergency funding for physician practices and health systems to help  
18 recover from the financial devastation of COVID-19 and continue to provide critical care to  
19 patients.

20  
21 AMA pushed the federal government to accelerate production of life-saving PPE for physicians  
22 and frontline workers, improve and expand testing capabilities, and revise guidelines for  
23 serological and antibody testing.

24  
25 AMA worked in federal court to protect international medical graduates, as well as physicians and  
26 medical students with Deferred Action for Childhood Arrivals – or DACA -- status. AMA joined  
27 32 other leading health organizations in filing a successful amicus brief to ensure the U.S. Supreme  
28 Court upheld the DACA program that has richly benefitted the medical community. AMA now  
29 serves as a plaintiff in three federal cases, including one that the U.S. Supreme Court has agreed to  
30 review next fall involving the Title X program. In addition, AMA has filed friend of the court  
31 briefs in state and federal courts around the country on a wide range of critical issues, from  
32 LGBTQ health to tort reform, unfair insurer practices to physician free speech rights, tobacco  
33 control to patient access to care, with more than 80 briefs filed in 2020 alone.

34  
35 Throughout the pandemic, the AMA COVID-19 Resource Center was a trusted source of clear,  
36 evidence-based guidance throughout the year. Features included daily video updates, action plans,  
37 quick-start telehealth guides, care for caregivers and more.

38  
39 AMA launched a physician-focused webinar series with federal health officials that explored the  
40 COVID-19 vaccine development process and rollout. We also launched a comprehensive campaign

1 across multiple platforms and channels to build confidence in the safety and efficacy of the new  
2 vaccines among physicians, other health care professionals and patients.

3  
4 AMA supported the year-end omnibus package which avoided major Medicare cuts for most CPT  
5 codes, deferred reinstatement of the Medicare sequester, and secured major modifications in  
6 surprise billing legislation that originally would have allowed insurers to avoid responsibility to  
7 have meaningful networks.

8  
9 AMA's communications strategy achieved a record 115 billion media impressions in 2020, through  
10 nearly 80,000 stories which included 115 national TV interviews and generated \$1.1 billion in  
11 estimated advertising value equivalent for the AMA.

12  
13 *Removing obstacles that interfere with patient care*

14  
15 AMA worked with the Centers for Medicare & Medicaid Services to reduce physician  
16 documentation relating to Evaluation and Management reporting requirements, the first such  
17 overhaul of E/M codes in more than 25 years.

18  
19 AMA continued to work at the state and national levels to push for important prior authorization  
20 and step therapy reforms across the U.S., keeping the focus on reducing the volume of prior  
21 authorization requirements and its impact on patients care.

22  
23 AMA introduced a new Coping with COVID-19 for Caregivers assessment survey to help  
24 organizations measure and address the unique demands of the pandemic on their staffs. In 2020,  
25 over 80 health care systems from 30 states deployed the assessment resulting in more than 50,000  
26 individual responses. The data findings were compiled into a national COVID-19 comparison  
27 report for organizations to compare their survey results to national benchmarks. AMA compiled a  
28 guide with practical strategies for health system leadership to consider in support of their  
29 physicians and care teams and conducted a COVID-19 Roundtable for shared learning among  
30 health system leaders.

31  
32 AMA's STEPS Forward™ portfolio expanded with 12 new and 19 updated toolkits, educational  
33 modules, videos, podcasts customizable resources to help physicians and their teams streamline  
34 their workflows for improved patient care.

35  
36 AMA developed a checklist that provided physicians and administrators with guidance and  
37 strategies on controlling labor costs and information about stimulus relief considerations and legal  
38 compliance during the pandemic.

39  
40 AMA's guide to Creating a Resilient Organization offered 17 steps to caring for health care  
41 workers before, during and after COVID-19, providing practical tips on coping during times of  
42 acute stress, lowering the incidence of chronic stress illness and injury.

43  
44 Supporting physicians' mental health needs, AMA launched a Behavioral Health Integration  
45 Collaborative in partnership with leading medical societies to provide practical steps to blend  
46 medical and behavioral health services with primary care.

47  
48 *Leading the charge to confront public health crises*

49  
50 AMA's Center for Health Equity helped lead a national conversation about the pandemic's  
51 disproportionate impact on communities of color, the importance of accurate, nationwide data

1 collection, and advanced policies that decrease inequities, supported equitable access to care and  
2 research, and improve culturally competent care.

3  
4 AMA responded to dire shortages of personal protective equipment by helping secure hundreds of  
5 thousands of PPE for AMA physician members through a creative new collaboration with Project  
6 N95, a non-profit national clearinghouse for medical supplies.

7  
8 The Current Procedural Terminology (CPT) Team issued 24 new or revised codes supporting  
9 COVID-19 care, guides and tools that were the most-downloaded documents from the AMA  
10 COVID-19 Resource Center.

11  
12 The JAMA Network COVID-19 Resource Center provided access to a wealth of scientific  
13 resources on COVID-19 diagnosis and treatment, with a focus on information physicians could  
14 share with patients and their families. Expanded livestream and podcast portfolios contributed to a  
15 40% surge in online traffic across the JAMA Network in 2020, representing some 190 million  
16 engagements.

17  
18 Rapidly expanded video programming across AMA digital platforms, including 200 episodes of the  
19 popular daily AMA COVID-19 Update, resulted in a 900% increase in video minutes viewed in  
20 2020.

21  
22 More than 6.2 million users consumed nearly 10 million pages of content from the COVID-19  
23 Resource Center, including more than 380,000 downloads of the 60 available guides for health care  
24 professions. The record 20 million unique visitors to the AMA website exceeded the combined  
25 total for both 2018 and 2019.

26  
27 AMA partnered with American Heart Association and others on a national campaign to promote  
28 better heart health in Black women. The Release the Pressure campaign created culturally relevant  
29 resources to help Black women prioritize their blood pressure control and other aspect of self-care.

30  
31 AMA collaborated with NORC at the University of Chicago to develop criteria for determining  
32 validated self-measured blood pressure devices and introduced a MAP blood pressure dashboard.  
33 The AMA MAP BP™ program and dashboard provides health care organizations a visual  
34 representation of their performance on five key blood pressure metrics, including stratification by  
35 ethnicity, race, and gender. The AMA MAP BP™ program and dashboard demonstrates a 10-  
36 percentage point increase in BP control in six months with sustained results at one year.

37  
38 Only in its second year, the AMA's Enterprise Social Responsibility (ESR) program continues to  
39 deliver an organized and thoughtful structure to engage AMA employees in public service work  
40 aligned with the organization's values and goals. The program has strategically integrated within  
41 the OneAMA culture aligning "give back" opportunities at employee events and partnering with  
42 employee resource groups. Thirty-nine percent of AMA employees, representing every office  
43 location, logged over 2,500 volunteer hours, supported over 90 organizations and fundraised over  
44 \$60,000.

45  
46 *Driving the future of medicine*

47  
48 AMA built upon strategic efforts to advance telehealth and improve physician well-being and  
49 practice sustainability during COVID-19 by developing dozens of free, online resources to help  
50 physicians better manage their mental health, keep their practices afloat, and foster widespread

1 adoption of remote patient care through the Telehealth Initiative, the Telehealth Implementation  
2 Playbook and accompanying resource guide.

3  
4 The AMA successfully launched a new initiative for the AMA Masterfile, which integrates data  
5 from over 124 data sources and improves the clarity of race and ethnicity data.

6  
7 AMA's Integrated Health Model Initiative (IHMI) received recognition within the digital health  
8 community for work in developing Social Determinants of Health (SDoH) and data standards and  
9 promoting interoperability. Rock Health selected AMA as top non-profit in digital health.

10  
11 The AMA worked diligently to meet the needs of the medical education community during  
12 COVID-19. AMA developed the comprehensive AMA MedED COVID-19 resource guide as a  
13 centralized location to assist our educators, residents and students in keeping up with new  
14 information and providing resources, links and a community discussion forum. AMA produced a  
15 series of webinars addressing COVID-19's impact on medical education and produced guidelines  
16 for trainees and others practicing in the pandemic.

17  
18 The AMA Accelerating Change in Medical Education Consortium and Reimagining Residency  
19 Initiative held a highly successful inaugural GME Innovation Summit virtually in October, with  
20 more than 400 attendees and over 200 presentations, workshops and posters. It included a shark-  
21 tank style Innovations Challenge, which resulted in the award of three new AMA GME  
22 Innovations grants.

23  
24 The JAMA Network launched JAMA Health Forum, an online channel that addresses health policy  
25 and health strategy issues affecting medicine and health care, combining curated content from  
26 across the JAMA Network with weekly blog posts by leaders in health policy.

27  
28 Health, Science and Ethics made significant strides in advancing the AMA's precision medicine  
29 work in 2020. Accomplishments include convening a cross-business unit collaborative team to  
30 align on strategy and implementation, partnering with the American Society of Health-System  
31 Pharmacists to develop a virtual summit series focused on the emerging area of pharmacogenomics  
32 and gathering data through physician surveys and environmental scans to inform future initiatives.

33  
34 *AMA Journal of Ethics* received nearly four million annual visits. To help individuals and  
35 organizations navigate ethical challenges wrought by the pandemic, the journal established a  
36 COVID ethics resource center with new multimedia CME. While the pandemic disrupted much of  
37 normal life including the start of another medical school year, thousands of new students received a  
38 pocket edition of the *AMA Code of Medical Ethics* and possibly their first education of AMA's role  
39 in advancing the ethics of a profession.

40  
41 AMA partnered with CDC on Project Firstline, a collaborative of diverse healthcare and public  
42 health partners that aims to provide engaging, innovative, and effective infection control training  
43 for frontline healthcare workers and members of the public health workforce. Project Firstline's  
44 innovative content is designed so that health care personnel can understand and confidently apply  
45 the infection control principles and protocols necessary to protect themselves, their facility, their  
46 family, and their community from infectious disease threats, such as COVID-19. Project Firstline  
47 content will be featured on the AMA Ed Hub™.

48  
49 AMA Ed Hub™ expanded its offerings to feature courses on COVID-19, infection prevention and  
50 control, health equity, and physician burnout and wellness, contributing to a near 65% growth in  
51 views over 2019.

1 AMA's portfolio of education on AMA Ed Hub™ expanded to include more education from JN  
2 Learning, the *AMA Journal of Ethics* and *Code of Medical Ethics*, AMA Health Systems Science,  
3 AMA Steps Forward and CPT. Sixteen organizations have signed on to highlight their education on  
4 AMA Ed Hub with 6 new organizations launched in 2020 – including Obesity Medicine  
5 Association, Stanford Center for Continuing Medical Education, Howard Brown Health, Society of  
6 Hospital Medicine Education, American Society of Addiction Medicine and The Jackson  
7 Laboratory.

8  
9 The AMA Center for Health Equity (CHE) worked to embed equity across the enterprise and  
10 throughout medicine by being among the first to call out the pandemic's missing data through a  
11 NY Times OpEd and Oprah-Apple TV. CHE launched the Prioritizing Equity Series, published a  
12 COVID-19 Latinx Report and established the Health Equity Resource Center on the AMA Ed Hub.  
13 AMA incorporated a diversity, equity and inclusion lens for all convened groups to support our  
14 work, including the CPT Editorial Panel, and developed training to better integrate health equity  
15 across the organization. AMA began training staff through Racial Equity Institute's phase one  
16 program, with plans to broaden the training across all staff in the months ahead.

17  
18 AMA made a \$1 million investment in a Chicago-based collaborative that focuses on addressing  
19 social determinants of health in an area of the city where life expectancy is far below the national  
20 average. The AMA will invest \$2 million total over two years.

#### 21 22 *Membership*

23  
24 All the ways AMA supported physicians in 2020 contributed to another strong financial  
25 performance and a six percent membership surge, the 10<sup>th</sup> consecutive year of growth.

#### 26 27 *EVP Compensation*

28  
29 During 2020, pursuant to his employment agreement, total cash compensation paid to James L.  
30 Madara, MD, as AMA Executive Vice President was \$1,185,918 in salary and \$1,292,221 in  
31 incentive compensation, reduced by \$2,462 in pre-tax deductions. Other taxable amounts per the  
32 contract are as follows: a \$182,308 payment of prior years' deferred compensation, \$23,484  
33 imputed costs for life insurance, \$24,720 imputed costs for executive life insurance, \$2,755 paid  
34 for parking and \$3,500 paid for an executive physical. An \$81,000 contribution to a deferred  
35 compensation account was also made by the AMA. This will not be taxable until vested and paid  
36 pursuant to provisions in the deferred compensation agreement.

37  
38 For additional information about AMA activities and accomplishments, please see the "AMA 2020  
39 Annual Report."